



2018 CCAP EXAMINATION STUDY GUIDE

**Community Action Partnership
1020 19th St, NW, Suite 700, Washington, DC, 20036**

GENERAL GUIDELINES

The online certification examination uses a Moodle platform and is divided into two sections:

- a. The first section contains all objective questions and covers the full Body of Knowledge outline.
- b. The second section contains a series of essay questions including those based on a description of a hypothetical community action agency (the New Hope County CAA). A complete description of this fictional CAA will be sent to you about one month before the examination. We advise that you thoroughly familiarize yourself with this agency and the community it serves.

You will be allowed four hours to complete the examination.

There will be a combination of types of questions on the examination: Some true and false, some multiple-choice, some matching, some short essays, and some case study questions. The CCAP Examination has been prepared to test practical knowledge about community action. While some of the questions in Section One will require recall of events in the history of community action, this exam is otherwise not a test of your ability to memorize. It is a test of your ability to apply sound principles of community action vision, values, management and leadership. **All the answers in the examination have at least one documented source where a correct answer can be found. All sources used for this year's examination are referenced in this study guide under the outline headings.**

Some questions in Section Two are based on the case description of the fictional New Hope County CAA. These questions have been designed to test your ability to apply knowledge and skills referenced in the Body of Knowledge Outline. Questions may cover topics in the areas of community action vision and values, traditional management skills, and positive leadership skills.

You will be allowed to refer to the case description when you are answering these questions. It is strongly recommended, however, that you come to the examination after careful reflection on the case description. Consider the strengths and weaknesses of this fictional CAA. Think about the kinds of management and leadership decisions you might have to make and how you would involve others in those decisions.

EXAMINATION ASSISTANCE: A one hour webinar that introduces candidates to the process for accessing and navigating the online examination will be presented on Tues., March 27, 2 pm (Eastern Time). The webinar also will be archived and available for view by April 1, 2018

BODY OF KNOWLEDGE OUTLINE

An abbreviated form of the Body of Knowledge Outline is provided below. The full outline can be found on the Community Action Partnership website. Printed resources and internet hyper-links are listed under each section to help you prepare for examination questions within that section of the outline.

A. The History of the Community Action Movement

1. **The concepts, events, programs and political/social climate preceding the War on Poverty and why each was important to the origins of Community Action (pre-1964)**
National Association of Community Action Agencies, *CAA Executives' Handbook*. Washington. 2000. Ch. 2, App. A
Clark, Robert F. *Maximum Feasible Success: A History of the Community Action Program*. Washington: NACAA, 2000. Ch. 2.
2. **The creation of Community Action, its formative years and the resulting implications for the future**
Clark, Robert F. *Maximum Feasible Success: A History of the Community Action Program*. Washington: NACAA. 2000. Ch. 4
PL 88-452 Economic Opportunity Act, 1964, Title II Part A

3. The shift from Community Action to Community Services (1974-1981)

Clark, Robert F. *Maximum Feasible Success: A History of the Community Action Program*. Washington: NACAA, 2000. Ch. 5.

4. The change to Block Grants (1981-present) and its impact on Community Action

PL. 105-285, sec 676

B. Vision and Values of the Community Action Movement

1. The visionary concepts of Community Action that have been commonly held and are the basis of community involvement and agency management

Community Action Partnership; *Community Action Code of Ethics*. Washington: 2002.

CAPLAW. *Exemplary Practices Guidebook: Part I* Washington: 2012. *Section III. Do the Right Thing: How to Cultivate a Culture of compliance and High Ethical Standards*, (ATTACHMENT A)

2. The values and beliefs of Community Action affirm the capability and spirit of humanism collectively, and recognize the differences of each individual

Community Action Partnership. *Community Action Code of Ethics*. Washington: 2002

Community Action Partnership: *Standards of Excellence*. Washington: 2015. *Category 1, Leadership* (ATTACHMENT C)

Community Action Traditional Management Skills

1. Planning

COE Developed CSBG Organizational Standards Technical Assistance Guide, Community Action Partnership: Washington. 2015. *Category 3 Community Assessment* (ATTACHMENT E)

Community Action Partnership. *Utilizing a Strengths-Based Approach to Implement ROMA Through-out the CAA*. Washington: 2014 (ATTACHMENT J)

2. Community Action organization for the implementation of the Community Action plans and strategic plans requires a comprehensive corporate approach in a human service setting.

Equal Employment Opp. Commission: "Facts About Sexual Harassment" <https://www.eeoc.gov/eeoc/publications/fs-sex.cfm>

OMB: *Code of Federal Regulations Ch. 2, part 200, sub part E (Cost Principles)* (ATTACHMENT N)

COE Developed CSBG Organizational Standards Technical Assistance Guide, Community Action Partnership: Washington. 2015. *Category 7 Human Resources Management* (ATTACHMENT H)

3. Direction and control of management systems and an overall management plan consistent with mission, community action plan, strategic planning and best practices of the industry

Sohl, Kay. *Risk Assessment Toolkit*. Washington: Community Action Partnership. 2012 (ATTACHMENT L)

NASCSP. *ROMA Terms and Definitions*. Washington, no date (ATTACHMENT O)

Community Action Partnership: *Standards of Excellence*. Washington: 2015. *Category 6, Organizational Process Mgmt.* (ATTACHMENT C)

Office of Community Services, Information Memo 138 (*appendices not included for exam study for C3*) (ATTACHMENT M)

4. Evaluation of community action plans must be measured not only in regard to funding source requirements, but also by the positive impact on community issues.

Knauff, E. Burt, Renee A. Berger, and Sandra T. Gray. *Profiles of Excellence: Achieving Success in the Nonprofit Sector*. San Francisco: Jossey-Bass, 1991. Ch: "Conclusions"

Community Action Partnership: *Standards of Excellence*. Washington: 2015. *Category 6, Org. Process Mgmt., and Category 7, Organizational Results.* (ATTACHMENT C)

David Hunter, *Working Hard, Working Well: A Practical Guide to Performance Management*. Private Publ.: Hunter Consulting. Ch 3

D. Organizational Leadership

1. Overview

Bolden, R., Gosling, J., Marturano, A and Dennison, P. A Review of Leadership Theory and Competency Frameworks Exeter, UK: Researchgate, 2003. Ch 4.

www.researchgate.net/publication/29810623_A_Review_of_Leadership_Theory_and_Competyency_Frameworks

2. Fundamental Practices of Exemplary Leadership

Community Action Partnership. *Preparing for Your Community Action Agency's Future: Sustainability, Succession and Transition, Part 3, Executive Transition Management (ATTACHMENT K)*
Gardner, John. *On Leadership*, New York: Free Press, 1990. Ch. 1
Kouzes, J. & Posner, B. *The Leadership Challenge*. (5th ed). San Francisco, CA: Jossey-Bass. 2012, ch 6

3. Forward Thinking Leadership Skill Sets

Maxwell, John C. *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You*.
Nashville: Thomas Nelson, 2007, Ch. 20 & 21.
Goleman, Daniel. *Working With Emotional Intelligence*. NY: Bantam, 1998, Ch 8

4. Ethical considerations for CAA leadership

CAPLAW. *Exemplary Practices Guidebook: Part 1* Washington: 2012. *Section III. Do the Right Thing: How to Cultivate a Culture of Compliance and High Ethical Standards, (ATTACHMENT A)*
Community Action Partnership *COE Developed CSBG Organizational Standards Technical Assistance Guide*: Washington. 2015. *Category 5, Board Governance and Category 7, Human Resource Management (ATTACHMENT F and ATTACHMENT H)*

5. Community Action Values Become Real Through Responsible Leadership

National Association of Community Action Agencies *CAA Executives' Handbook*. Washington: 2000. Ch 1&2
Gorman-Smith, D. *How to Successfully Implement Evidence-Based Social Programs: A Brief Overview for Policymakers and Program Providers*. Washington: Coalition for Evidence-Based Policy, 2006 working paper. (ATTACHMENT P)
Community Action Partnership: *Standards of Excellence*. Washington: 2015. *Category 1, Leadership (ATTACHMENT C)*
CAPLAW. *Do's and Don'ts of Voter Registration*. Washington: 2008 (ATTACHMENT B)

E. Theories about the Causes of Poverty and Strategies to Address those Causes

1. Overview of the Theories of Poverty

Iceland, John. *Poverty in America: A Handbook*, Berkeley, CA: U of California Press, 2006. Ch 4
Bradshaw, Ted. Theories of Poverty and Anti-Poverty Programs in Community Development. *Journal of Community Development Soc.* 38:1 (Spring, 2007) (ATTACHMENT Q)

2. Strategies to Address the Causes of Poverty

Rank, Mark. *One Nation Underprivileged: Why American Poverty Affects All*, New York: Oxford U. Press, 2005, Ch 7 & 8

F. New Hope Questions. Candidates need to be familiar with COE Organizational Standards sections/parts listed below:

In Community Engagement: 2.2. (ATTACHMENT D)
In Board Governance: 5.7 (ATTACHMENT F)
In Strategic Planning: 6.5 (ATTACHMENT G)
In Financial Operations and Oversight 8.3 (ATTACHMENT I)

ATTACHMENTS

- A. CAPLAW. *Exemplary Practices Guidebook: Part 1* Washington: 2012. Section III. Do the Right Thing: How to Cultivate a Culture of compliance and High Ethical Standards
- B. CAPLAW. *Do's and Don'ts of Voter Registration*. Washington. 2008
- C. Community Action Partnership. *Standards of Excellence*. Washington: 2015
- D. Community Action Partnership. *COE Developed CSBG Organizational Standards Technical Assistance Guide*: : Washington. 2015. *Category 2: Community Engagement*

- E. Community Action Partnership *COE Developed CSBG Organizational Standards Technical Assistance Guide*: Washington. 2015. *Category 3 Community Assessment*.
- F. Community Action Partnership. *COE Developed CSBG Organizational Standards Technical Assistance Guide*: Washington. 2015. *Category 5 Board Governance*
- G. Community Action Partnership. *COE Developed CSBG Organizational Standards Technical Assistance Guide*: Washington. 2016. *Category 6 Strategic Planning*
- H. Community Action Partnership. *COE Developed CSBG Organizational Standards Technical Assistance Guide*: Washington. 2015. *Category 7 Human Resource Management*
- I. Community Action Partnership. *COE Developed CSBG Organizational Standards Technical Assistance Guide*: Washington. 2015. *Category 8: Financial Operations and Oversight*
- J. Community Action Partnership. *Utilizing a Strengths-Based Approach to Implement ROMA Through-out the CAA*. Washington: 2014
- K. Community Action Partnership. *Preparing for Your Community Action Agency's Future: Sustainability, Succession and Transition, Part 3*, Executive Transition Management. Washington, 2012
- L. Sohl, Kay. *Risk Assessment Toolkit*. Washington: Community Action Partnership. 2012
- M. OCS. *CSBG: Information Memorandum Transmittal #138*, January 26, 2015
- N. OMB: *Code of Federal Regulations Ch. 2, part 200, sub part E* (Cost Principles), 2013
- O. NASCSP. *ROMA Terms and Definitions*. Washington, no date
- P. Gorman-Smith, D. *How to Successfully Implement Evidence-Based Social Programs: A Brief Overview for Policymakers and Program Providers*. Washington: Coalition for Evidence-Based Policy, 2006 working paper.
- Q. Bradshaw, Ted. Theories of Poverty and Anti-Poverty Programs in Community Development. *Journal of Community Development Soc.* 38:1 (Spring, 2007)

SOURCES REFERENCED IN THE CCAP EXAMINATION

1. Community Action Partnership (previously NACAA) Manuals and Publications referenced in this examination include:

Community Action Code of Ethics. Washington: Community Action Partnership, 2002
Standards of Excellence. Washington: Community Action Partnership, 2015
CAA Executives' Handbook. Washington: NACAA, 2000. ^(Note)
 Clark, Robert F. *Maximum Feasible Success: A History of the Community Action Program*.
 Washington; NACAA, 2000. ^(Note)

NOTE: All Chapters used in the CCAP examination are reproduced in *Community Action Professional Handbook*. Washington: Community Action Partnership. CD, available on Partnership Website. Clark text also is included on the CD.

2. Other publications referenced in this examination are listed below. It is expected that you will be able either to obtain these texts from your local library or purchase them from online book sellers. And there are hyperlinks to certain publications available cost free. Please e-mail ccapcontact@aol.com if you have difficulty acquiring any of the texts listed below. Partnership staff will assist you in obtaining a copy.

Bolden, R., Gosling, J., Marturano, A and Dennison, P. *A Review of Leadership Theory and Competency Frameworks* Exeter, UK: Researchgate, 2003. *Download at no cost from:*
www.researchgate.net/publication/29810623_A_Review_of_Leadership_Theory_and_Competency_Frameworks

Gardner, John. *On Leadership*. New York: Free Press, 1990

Goleman, Daniel. *Working with Emotional Intelligence*. New York: Bantam, 1998

Hunter, David. *Working Hard, Working Well: A Practical Guide to Performance Management*. Hunter Consulting, 2013. (*E-book is available cost free on Kindle*)
<https://www.amazon.com/Working-Hard-Well-David-Hunter-ebook/dp/B00BKZ0CES>

Iceland, John. *Poverty in America: A Handbook*, Berkeley, CA: U of California Press, 2006

Knauff, E. Burt, Renee A. Berger, and Sandra T. Gray. *Profiles of Excellence: Achieving Success in the Nonprofit Sector*. San Francisco: Jossey-Bass, 1991

Kouzes, J. & Posner, B. *The Leadership Challenge*. (5th ed). San Francisco, CA: Jossey-Bass. 2012,

Maxwell, John C. *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You*. Nashville: Thomas Nelson, 10th Anniversary edition, 2007.

Rank, Mark *One Nation Underprivileged: Why American Poverty Affects All*, New York: Oxford U. Press, 2005

3. US Government Documents
PL 88-452*
PL 105-285 *

*These two government documents are reproduced in *Community Action Professional Handbook*. Washington: Community Action Partnership. It is available online at <https://markmccann.net/community-action-professionals-handbook/2018-2/>

U.S. Equal Employment Opportunity Commission: *Facts About Sexual Harassment*
<https://www.eeoc.gov/eeoc/publications/fs-sex.cfm>