

CAWA EXAM SPECIFICATIONS / TOPICAL BLUEPRINT

1. Administration

Sub-domain: 1A. Organizational Governance and Management

1. Administration and management principles, practices, and procedures (e.g., planning, organizing, staffing, directing, controlling, managing risk).
2. Developing and managing relationships with the governing body (e.g., animal control commission, nonprofit board of directors).
3. Effective governance policy and practice.
4. Establishing and maintaining appropriate roles, responsibilities, and relationships of staff, volunteers & governing body.
5. Organizational policy development and evaluation.
6. Contract negotiation techniques and principles.

Sub-domain: 1B. Analysis and Planning

1. Strategic planning techniques and principles.
2. Project management techniques and principles, including time management and prioritization.
3. Evaluating and monitoring the performance of the organization.
4. Planning, implementing, and evaluating programs.
5. Forecasting trends and future needs.
6. Basic statistical concepts and methods.
7. Analyzing and interpreting data.

Sub-domain: 1C. Financial Management

1. Economic and accounting principles, practices, and procedures.
2. Preparing and monitoring budgets.
3. Sound organizational and financial policies and procedures for nonprofit and governmental organizations.
4. Understanding special tax status ramifications for nonprofit organizations.
5. Managing financial resources (e.g., investments, financial reporting, non-cash assets, capital financing).

2. Human Resources Management

1. Human resource principles and practices (e.g., recruitment, selection, training, employee evaluation, compensation and benefits, labor relations and negotiation, HR information systems, employment law).
2. Principles and techniques to develop staff and volunteers (e.g., motivating, building morale, mentoring, directing, educating, counseling).
3. Training and coaching others using formal and informal methods.
4. Evaluating employee and volunteer performance and providing feedback.
5. Collecting, interpreting and acting upon feedback from employees and volunteers.
6. Occupational hazards and appropriate safety practices for animal services operations.
7. Federal, state, local, and other applicable safety requirements and codes.
8. Supervisory principles, practices, and procedures.
9. Principles of effective delegation.
10. Planning, coordinating, and scheduling work flow.
11. Principles, practices, and issues related to managing volunteers for the organization.

3. Leadership

1. Promoting cooperation within and between departments.
2. Resolving conflicts or disagreements.
3. Ways to build consensus.
4. Principles of persuasion.
5. Demonstrating commitment to the mission and objectives of the organization.
6. Serving ethically, with honesty and integrity.
7. Working collaboratively with individuals and organizations.

4. Communications, Advocacy, and Development

1. Principles and methods for promoting the organization's values, services and programs.
2. Fund development methods, principles, and practices.
3. Customer service policies and techniques.
4. Internal and external communication methods, procedures, and objectives.
5. Constructive interaction with the public, media, and other stakeholders, including understanding their motivations.
6. Establishing and maintaining communications with key internal and external stakeholders.
7. Understanding the community and the agency's role within the community.
8. Developing and implementing effective crisis communication strategies.
9. Preparing reports to communicate organizational performance (e.g., statistical, financial, annual).
10. Developing and delivering effective presentations.
11. Effective group facilitation techniques.
12. Communicating effectively in writing
13. Explaining complex issues in a way that can be understood by the audience.
14. Recognizing and effectively using evolving technology (e.g., social media)
15. Communicating and advocating for your organization's mission and animal welfare.
16. Effectively managing and understanding government relations, including lobbying and advocacy.

5. Animal Management

Sub-domain: 5A. Animal Husbandry and Sheltering

1. Basic animal husbandry and humane treatment principles and practices.
2. Issues related to shelter facility design.
3. Principles and practices for animal shelter management and operations, including flow of animals.
4. Sanitation and animal health care principles and practices, including disease recognition, treatment, and prevention.
5. Basic animal behavior as it relates to shelter management, stress reduction and animal outcomes.
6. Animal euthanasia principles, practices and procedures.

Sub-domain: 5B. Programs and Policy

1. Principles and practices for community animal welfare programs (e.g., spay/neuter, Trap-Neuter-Return [TNR], humane education).
2. Emerging animal welfare issues and research (e.g., industry publications, veterinary and other research).
3. Federal, state, and local laws covering animal care and control.

Sub-domain: 5C. Field Services and Public Health

1. Principles and practices for field services, law enforcement activities, and disaster preparedness and response.
2. Zoonotic diseases and their ramifications for the health and well-being of animals, staff, volunteers, and the public.

CAWA Authoritative Reference Title	Author	Edition	PDF	Publisher	Published	Domain
Achieving Excellence in Fundraising	Eugene R. Tempel, Timothy L. Seiler & Eva E. Aldrich	4th		Jossey-Bass	2016	1A, 1C, 4
Adoption Best Practices	The Association for Animal Welfare Advancement		PDF	The Association	2018	4, 5
Animal Behavior for Shelter Vets and Staff	Emily Weiss, Heather Mohan-Gibbons, Stephen Zawistowski	1st		Wiley-Blackwell	2015	1B, 5A, 5B
Budgeting and Financial Management for Nonprofit Organizations	Lynne A Weikart and Greg G. Chen	1st		CQ Press	2012	1C
Companion Animal Transportation Best Practices document	The Association for Animal Welfare Advancement		PDF	The Association	2019	4, 5B
Content Marketing for Nonprofits	Kivi Leroux-Miller	1st		Jossey-Bass	2013	4
Fierce Leadership: A Bold Alternative to the Worst "Best" Practices of Business Today	Susan Scott	1st		Crown Business	2011	3
Good to Great and the Social Sectors: A Monograph to Accompany Good to Great	Jim Collins	1st		Harper Collins	2005	1A, 1B, 3
Good to Great: Why Some Companies Make the Leap... And Others Don't	Jim Collins	1st		Harper Business	2001	1A, 3, 4
Guidelines for Standards of Care in Animal Shelters	The Association of Shelter Veterinarians	1st	PDF	ASV	2010	1A, 1B, 5
Investigating and Prosecuting Animal Abuse	Allie Phillips and Randall Lockwood		PDF	National District Attorneys Association	2013	1A, 2, 4, 5B, 5C
IS-0100.c: An Introduction to the Incident Command System, ICS 100	FEMA		PDF	FEMA	2018	5C
Joan Garry's Guide to Nonprofit Leadership: Because Nonprofits Are Messy	Joan Garry	1st		Wiley	2017	1A, 1B, 2, 3, 4
Jossey-Bass Handbook of Nonprofit Leadership and Management	David O. Renz and Robert D. Herman	4th		Jossey-Bass	2016	1, 2, 3, 4
Managing Nonprofit Organizations	Mary Tschirhart and Wolfgang Bielefeld	1st		Jossey-Bass	2012	1, 2, 3, 4
Media Relations Handbook for Government, Associations, Nonprofits, and Elected Officials	Bradford Fitch	2nd		The Capitol Net, Inc.	2012	4
NACA Guidelines	National Animal Care & Control Association		PDF	NACA	2014	5B, 5C
Shelter Medicine for Veterinarians and Staff	Lila Miller & Stephen Zawistowski	blue cover		Wiley-Blackwell	2015	5
The HSUS Euthanasia Reference Manual	The Humane Society of the United States		PDF	HSUS	2013	5B

The Nonprofit Marketing Guide: High-Impact, Low-Cost Ways to Build Support for Your Good Cause	Kivi Leroux-Miller	1st		Jossey-Bass	2010	4, 5B
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