# CAWA Exam Specifications

## Assess Your Strengths and Weaknesses

The CAWA Exam is comprised of 100 multiple-choice questions covering five topic categories (domains). Use the following chart to assess your own personal strengths and weaknesses.

Using the scale from 0 – 5 on the right, assess your direct experience with the task area, with 0 = no experience and 5 = expert.

Try to be honest with yourself!

While you should consider doing some review in all areas, focus your studying and preparation on those topic areas in which you have the least familiarity.

Refer to the *Exam Topic Domains and List of References* (found here) so you can match your needs to reference materials.

| DOMAIN | SUBDOMAIN | DESCRIPTION | PERCENTAGE OF AWARENESS |
|---|---|---|---|
| Administration | Organizational Governance and Management | Administration and management principles, practices, and procedures (e.g., planning, organizing, staffing, directing, controlling) | 0 1 2 3 4 5 |
| | | Developing and managing relationships with the governing body (e.g., animal control commission, nonprofit board of directors) | 0 1 2 3 4 5 |
| | | Effective governance policy and practice | 0 1 2 3 4 5 |
| | | Establishing and maintaining appropriate roles, responsibilities, and relationships of staff, volunteers & governing body | 0 1 2 3 4 5 |
| | | Organizational policy development and evaluation | 0 1 2 3 4 5 |
| | | Contract negotiation techniques and principles | 0 1 2 3 4 5 |
| | | Understanding effective organizational risk management (e.g., financial/insurance, legal, and PR) | 0 1 2 3 4 5 |
| | | Recognizing and mitigating conflicts of interest | 0 1 2 3 4 5 |
| | Analysis and Planning | Strategic planning techniques and principles | 0 1 2 3 4 5 |
| | | Project management techniques and principles, including time management and prioritization | 0 1 2 3 4 5 |
| | | Evaluating and monitoring the performance of the organization | 0 1 2 3 4 5 |
| | | Planning, implementing, and evaluating programs | 0 1 2 3 4 5 |
| | | Forecasting trends and future needs internally and externally | 0 1 2 3 4 5 |
| | | Foundational statistical principles and methodologies including analyzing and interpreting data | 0 1 2 3 4 5 |
| | | Effective utilization of evolving technology | 0 1 2 3 4 5 |
| | | Effective group facilitation techniques | 0 1 2 3 4 5 |

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| **Administration** | **Financial Management and Fiduciary Responsibility** | Accounting principles, practices, and procedures | 0 1 2 3 4 5 |
| | | Preparing and monitoring budgets | 0 1 2 3 4 5 |
| | | Sound organizational and financial policies and procedures for nonprofit and governmental organizations | 0 1 2 3 4 5 |
| | | Understanding special tax status ramifications and financial reporting for nonprofit organizations | 0 1 2 3 4 5 |
| | | Managing financial resources (e.g., investments, financial reporting, non-cash assets, capital financing) | 0 1 2 3 4 5 |
| | | Understanding and implementing internal financial controls | 0 1 2 3 4 5 |

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| **People Engagement and Organizational Culture** | **Human Resources** | Human resource principles and practices for employees and volunteers | 0 1 2 3 4 5 |
| | | Principles and practices to develop and retain staff and volunteers | 0 1 2 3 4 5 |
| | | Principles, practices, and legal considerations for compensation and benefits | 0 1 2 3 4 5 |
| | | Occupational hazards and workplace safety and security | 0 1 2 3 4 5 |
| | | Supervisory principles, practices, and procedures | 0 1 2 3 4 5 |
| | | Planning, coordinating, and scheduling work flow | 0 1 2 3 4 5 |
| | | Knowledge of employment law and compliance | 0 1 2 3 4 5 |
| | | Programs and support to help employees improve mental, physical and financial wellness | 0 1 2 3 4 5 |
| | **Diversity, Equity, and Inclusion (DEI)** | Conducting an organizational DEI needs assessment | 0 1 2 3 4 5 |
| | | Integrate DEI principles into all human resources functions (recruitment, hiring, onboarding, training, retention, evaluation, compensation, benefits, promotions, termination) | 0 1 2 3 4 5 |
| | | Building a workplace culture welcoming of everyone that fosters an inclusive and respectful workplace free of discrimination, harassment, bullying, or exclusionary treatment | 0 1 2 3 4 5 |
| | | Conducting community needs assessment including input from a diverse cross-section of the service area | 0 1 2 3 4 5 |
| | | Providing programs and services to meet needs identified through assessment, especially to traditionally marginalized or underserved groups | 0 1 2 3 4 5 |

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| **Leadership** | | Promoting cooperation within and between departments | 0 1 2 3 4 5 |
| | | Principles of conflict management | 0 1 2 3 4 5 |
| | | Consensus building techniques | 0 1 2 3 4 5 |
| | | Impacts of the mission and vision on the organization | 0 1 2 3 4 5 |
| | | Ethical practices in leadership | 0 1 2 3 4 5 |
| | | Establishing and nurturing strategic partnerships | 0 1 2 3 4 5 |
| | | Principles for setting and evaluating the organization's mission, vision, and values | 0 1 2 3 4 5 |
| | | Philosophies and pricipals of change management | 0 1 2 3 4 5 |
| | | Identifying and mitigating bias in decision making | 0 1 2 3 4 5 |

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| **Community Relations** | **Communications** | Principles and methods for promoting the organization's mission, vision, and values | 0 1 2 3 4 5 |
| | | Build trust and meaningful relationships via Internal and external communication methods for diverse audiences | 0 1 2 3 4 5 |
| | | Transparent and effective interaction with the community, media, and others | 0 1 2 3 4 5 |
| | | Customer service policies and techniques | 0 1 2 3 4 5 |
| | | Developing and implementing effective crisis communication strategies | 0 1 2 3 4 5 |
| | | Preparing reports to communicate organizational performance (e.g., statistical, financial, annual) | 0 1 2 3 4 5 |
| | | Developing and delivering effective presentations | 0 1 2 3 4 5 |
| | | Market and promote services, program and people of the organization/agency | 0 1 2 3 4 5 |
| | | Development of inclusive internal and external communications | 0 1 2 3 4 5 |
| | **Fundraising Methods, Principles, and Practices** | Understanding fundraising ethics, policies, and laws | 0 1 2 3 4 5 |
| | | Inclusive donor cultivation and stewardship practices | 0 1 2 3 4 5 |
| | | Understanding planned giving strategies | 0 1 2 3 4 5 |
| | | Understanding capital campaign structure and implementation | 0 1 2 3 4 5 |
| | | Understanding annual giving strategies (direct response marketing, corporate partnerships, special events, sponsorships, recurring) | 0 1 2 3 4 5 |
| | | Understanding major gift cultivation and strategies | 0 1 2 3 4 5 |
| | | Understanding grant writing, management, reporting, and legal | 0 1 2 3 4 5 |

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| **Community Relations** | **Advocacy** | Advocating for your organization's mission for the benefit of communities, people and animals alike | 0 1 2 3 4 5 |
| | | Effectively managing and understanding government relations | 0 1 2 3 4 5 |
| | | Understanding the legislative process and laws and regulations governing lobbying activies | 0 1 2 3 4 5 |
| | | Understanding legislative advocacy | 0 1 2 3 4 5 |

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| **Animal Care, Control, and Sheltering** | **Health, Housing, and Behavior** | Principles and practices of humane care and handling | 0 1 2 3 4 5 |
| | | Best practices in facility design, function, and operations | 0 1 2 3 4 5 |
| | | Principles and practices for animal shelter population management | 0 1 2 3 4 5 |
| | | Principles and practices of shelter medicine including disease recognition, treatment, prevention, pain management, triage and urgent care | 0 1 2 3 4 5 |
| | | Principles and practices of infectious disease control including zoonoses | 0 1 2 3 4 5 |
| | | Understanding of animal behavior and mental well-being as it relates to shelter management, stress reduction and animal outcomes | 0 1 2 3 4 5 |
| | | Humane euthanasia principles, practices and procedures | 0 1 2 3 4 5 |
| | **Programs and Policy** | Principles and practices for community animal welfare programs (e.g., spay/neuter, Trap□Neuter-Return [TNR], humane education) | 0 1 2 3 4 5 |
| | | Federal, state, and local laws covering animal care and control | 0 1 2 3 4 5 |
| | | Best practices for animal transport and relocation | 0 1 2 3 4 5 |
| | | Best practices for fostering | 0 1 2 3 4 5 |
| | | Best practices for outcomes (e.g., adoption, return to owner, euthanasia) | 0 1 2 3 4 5 |
| | | Key components for intake diversion and safety net programs | 0 1 2 3 4 5 |

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| **Animal Care, Control, and Sheltering** | **Field Services and Public Health and Safety** | Principles and practices for field services and law enforcement activities including investigations | 0 1 2 3 4 5 |
| | | Disaster preparedness and response | 0 1 2 3 4 5 |
| | | Zoonotic diseases and their ramifications for the health and well-being of animals, staff, volunteers, and the public | 0 1 2 3 4 5 |
| | | Safe and humane capture, handling, and transport of animals | 0 1 2 3 4 5 |
| | | Proactive strategies and effective interactions to achieve best outcomes for animals and people | 0 1 2 3 4 5 |
| | | Community adherance to laws and regulations through resources, information, or legal action | 0 1 2 3 4 5 |