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 Go od 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 | | 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 | 2nd | | Wiley-Blackwell | 2013 | 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 |