

DEFINITION OF A MINIMALLY QUALIFIED CAWA CANDIDATE

As defined by the CAWA Exam Committee. This document explains what knowledge a CAWA should have and be able to do or explain on the job.

Knowledge Statements	The Minimally Qualified CAWA Candidate Will Be Able to:	The Minimally Qualified CAWA Candidate Will NOT Be Able To:
1.1 Administration: Organizational Governance and Management		
<p>1. Administration and management principles, practices, and procedures (e.g., planning, organizing, staffing, directing, controlling, managing risk).</p> <p>2. Developing and managing relationships with the governing body (e.g., animal control commission, nonprofit board of directors).</p> <p>3. Effective governance policy and practice.</p> <p>4. Establishing and maintaining appropriate roles, responsibilities, and relationships of staff, volunteers & governing body.</p> <p>5. Organizational policy development and evaluation.</p> <p>6. Contract negotiation techniques and principles.</p>	<p>Create a functional organization chart with associated position descriptions for staff and volunteers</p> <p>Identify operational and external risks and develop plans to address as needed (accept, avoid, transfer, mitigate)</p> <p>Facilitate healthy, effective communication among the board of directors (or animal services commission or foundation board of directors) and ensure the board/commissioners have adequate, appropriate information regarding the organization's operations, policies, and procedures</p> <p>Provide credible guidance to the board of directors on governance policy and practice</p> <p>If municipal, ensure manager and any associated governing bodies have adequate, appropriate information regarding the organization's operations, policies, and procedures</p> <p>Publicly represent the organization to governing bodies and be capable of addressing complex topics and conflicts</p> <p>Evaluate partnership opportunities, including as the provider of services for a fee, and represent the organization's best interests in negotiations</p> <p>Know how to write and present policies and procedures to those who will implement them and those who simply need to support them</p>	<p>Facilitate a board or leadership retreat</p> <p>Independently draft contract language or provide legal guidance</p> <p>Demonstrate expertise in organizational development theory</p>

Knowledge Statements	The Minimally Qualified CAWA Candidate Will Be Able to:	The Minimally Qualified CAWA Candidate Will NOT Be Able To:
	<p>Know the general process of lawmaking in local, state and federal levels of government</p> <p>Prepare for and facilitate complex conversations including the development of initial positions, rebuttals and proposals for resolution</p> <p>Create meeting agendas for meetings on various formats and issues</p>	
1.2 Administration: Analysis and Planning		
<p>1. Strategic planning techniques and principles.</p> <p>2. Project management techniques and principles, including time management and prioritization.</p> <p>3. Evaluating and monitoring the performance of the organization.</p> <p>4. Planning, implementing, and evaluating programs.</p> <p>5. Forecasting trends and future needs.</p> <p>6. Basic statistical concepts and methods.</p> <p>7. Analyzing and interpreting data.</p>	<p>Identify and facilitate implementation of strategic planning methodology that is appropriate and effective for the organization's unique needs</p> <p>Identify discrete projects and support the organization's successful completion of a defined set of tasks</p> <p>Identify metrics essential to the successful running of the organization and demonstrate knowledge of their relevance and interpretation</p> <p>Know the difference between goals, objectives, and tactics</p> <p>Develop the procedural systems to produce those metrics and create a reliable process for generating, analyzing, and responding to changes in the metrics</p> <p>Develop methods for assessing community and/or organizational needs, leveraging appropriate partners and other resources as required</p> <p>When adding or expanding programs, allocate resources appropriately to achieve program goals without putting other programs at risk</p> <p>Calculate averages, percentages and ratios--adoption percentages, average costs, and cost ratios, for example</p>	<p>Lead a strategic planning session</p> <p>Run a project management office or create Gantt charts</p> <p>Create software tools that generate metrics</p>

Knowledge Statements	The Minimally Qualified CAWA Candidate Will Be Able to:	The Minimally Qualified CAWA Candidate Will NOT Be Able To:
1.3 Administration: Financial Management		
<p>1. Economic and accounting principles, practices, and procedures.</p> <p>2. Preparing and monitoring budgets.</p> <p>3. Sound organizational and financial policies and procedures for nonprofit and governmental organizations.</p> <p>4. Understanding special tax status ramifications for nonprofit organizations.</p> <p>5. Managing financial resources (e.g., investments, financial reporting, non-cash assets, capital financing).</p>	<p>Understand the components needed to prepare annual program and consolidated/organizational budgets</p> <p>Establish a system to review budget and monitor variances on a regular basis</p> <p>Calculate Return on Investment or have it done as part of the analysis of programs and proposals.</p> <p>Review or create and approve SOPs or other policies for approving expenses, authorization of signatures</p> <p>Establish basic policies and procedures to ensure proper checks and balances on use of and handling of funds in organization (steps to prevent fraud or theft of cash for example)</p> <p>Read financial statements and know what the different sections indicate</p> <p>Understand the differences between Accrual vs. Cash basis of accounting</p> <p>Understand the general concept of depreciation and why it needs to be considered and calculated.</p> <p>Understand what triggers the need for an independent audit</p> <p>Understand the uses of an audit or review, including the role of footnotes</p> <p>Know the schedule for filing tax returns</p> <p>Understand the need for and facilitate the creation of an active and effective finance committee led by an appropriate treasurer</p> <p>Ensure regular, accurate, complete financial reports are produced</p>	<p>Create organization's tax return or financial statements</p> <p>Articulate the latest changes in FASB or other tax regulations</p> <p>Set up account list and codes for accounting system</p> <p>Manage the investment or endowment funds</p> <p>How to do the monthly bank reconciliation</p> <p>Know the current rate and terms of loans for capital financing and other types of loans or lines of credit</p> <p>Run a city or county tax bond campaign or initiative to raise public funds for a capital project</p>

Knowledge Statements	The Minimally Qualified CAWA Candidate Will Be Able to:	The Minimally Qualified CAWA Candidate Will NOT Be Able To:
	<p>Ensure restricted funds are tracked closely and used for intended purpose.</p> <p>Can articulate the general rules for what is tax-deductible</p> <p>Create systems to appropriately manage the financial aspects to grant management and reporting needs</p> <p>Work with staff and/or a finance committee, to establish an organization's spending policy, gift acceptance policy, and investment policy.</p> <p>Know where to search for nonprofit registrations and regulations at the state level</p> <p>Know how to search for nonprofit 990 Tax Returns</p> <p>Understand a nonprofit Board's fiduciary responsibility or a governmental body's budgeting process</p>	

Knowledge Statements	The Minimally Qualified CAWA Candidate Will Be Able to:	The Minimally Qualified CAWA Candidate Will NOT Be Able To:
2. Human Resources Management		
<p>1. HR principles and practices (e.g., recruitment, selection, training, employee evaluation, compensation and benefits, labor relations and negotiation, HR information systems, employment law).</p> <p>2. Principles and techniques to develop staff and volunteers (e.g., motivating, building morale, mentoring, directing, educating, counseling).</p> <p>3. Training and coaching others using formal and informal methods.</p> <p>4. Evaluating employee and volunteer performance and providing feedback.</p> <p>5. Collecting, interpreting and acting upon feedback from employees and volunteers.</p> <p>6. Occupational hazards and appropriate safety practices for animal services operations.</p> <p>7. Federal, state, local, and other applicable safety requirements and codes.</p> <p>8. Supervisory principles, practices, and procedures.</p> <p>9. Principles of effective delegation. 10. Planning, coordinating, and scheduling work flow.</p> <p>11. Principles, practices, and issues related to managing volunteers for the organization.</p>	<p>Understand and follow lawful employment practices, such as but not limited to, knowing what questions you cannot ask in interviews, basic format for creating job descriptions and how to avoid claims of harassment or discrimination in the workplace.</p> <p>Understand and utilize a variety of techniques to effectively train and coach others.</p> <p>Collect, interpret, and act upon feedback from employees and volunteers.</p> <p>Understand occupational hazards and implement appropriate safety practices for animal services operations. How to establish and support a Safety Committee</p> <p>Evaluate employee and volunteer performance and provide feedback.</p> <p>Create work improvement plans or processes for underperforming employees</p> <p>Items 3-11 feel like action items that a minimally qualified candidate must be able to do.</p>	<p>Practice Human Resource law</p> <p>Be certified as a SPHR</p> <p>Administer employee benefits including medical/dental/vision plans and qualified retirement plans.</p> <p>Know how to respond to an unfair practice claim by a current or former employee</p> <p>Create salary ranges or a salary compensation plan</p>

Knowledge Statements	The Minimally Qualified CAWA Candidate Will Be Able to:	The Minimally Qualified CAWA Candidate Will NOT Be Able To:
3. Leadership		
<p>1. Promoting cooperation within and between departments.</p> <p>2. Resolving conflicts or disagreements.</p> <p>3. Ways to build consensus.</p> <p>4. Principles of persuasion.</p> <p>5. Demonstrating commitment to the mission and objectives of the organization.</p> <p>6. Serving ethically, with honesty and integrity.</p> <p>7. Working collaboratively with individuals and organizations</p>	<p>Understand and utilize a variety of techniques and approaches to resolve conflicts.</p> <p>Convene groups of stakeholders with a wide variety of perspectives, opinions, and priorities in order to reach compromise or arrive at a decision with consensus.</p> <p>Successfully collaborate with individuals and/or organizations whose philosophies or approach differ.</p> <p>Demonstrate self-awareness, recognize opportunities for personal growth or improvement and act with transparency.</p> <p>Remain calm and lead effectively during times of conflict or high stress. Handle speaking publicly in a variety of settings - staff meetings, reporter's interviews, testifying before elected officials</p> <p>Articulate mission, vision and values of organization or agency to various stakeholders</p> <p>Understand situations that could present themselves as conflicts of interest for an individual, board member or the organization/agency, and set up processes to prevent them from occurring</p> <p>Encourage and promote professional certifications of staff and organization</p> <p>Understand the benefits of periodic review of compliance with all applicable rules and regulations</p> <p>Support teamwork and accountability within the organization or agency</p> <p>Know when to form committees or task forces and when to proceed without them</p>	

Knowledge Statements	The Minimally Qualified CAWA Candidate Will Be Able to:	The Minimally Qualified CAWA Candidate Will NOT Be Able To:
4. Communications, Advocacy, and Development		
<ol style="list-style-type: none"> 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. 	<p>Model, articulate and promote the organization's values, services, and programs.</p> <p>Understand and execute effective fund development methods, principles, and practices.</p> <p>Solicit a major gift.</p> <p>Model, articulate, implement and evaluate customer service policies and techniques.</p> <p>Model, articulate and promote internal and external communication methods, procedures, and objectives.</p> <p>Calmly and constructively respond to complaints from stakeholders.</p> <p style="text-align: center;">5 – 16 feel like action items that a minimally qualified candidate must be able to do.</p>	<p>Coordinate a press conference.</p> <p>Deliver a TED talk.</p> <p>Conduct market research and/or focus group</p>

Knowledge Statements	The Minimally Qualified CAWA Candidate Will Be Able to:	The Minimally Qualified CAWA Candidate Will NOT Be Able To:
5.1 Animal Management: Animal Husbandry and Sheltering		
<p>1. Basic animal husbandry and humane treatment principles and practices.</p> <p>2. Issues related to shelter facility design.</p> <p>3. Principles and practices for animal shelter management and operations, including flow of animals.</p> <p>4. Sanitation and animal health care principles and practices, including disease recognition, treatment, and prevention.</p> <p>5. Basic animal behavior as it relates to shelter management, stress reduction and animal outcomes.</p> <p>6. Animal euthanasia principles, practices, and procedures.</p>	<p>Understand and apply the principals of disease management and humane housing for companion animals.</p> <p>Recognize signs of stress and illness in companion animals.</p> <p>Understand and apply relevant data and metrics for operational effectiveness. (i.e. length of stay, intake/outcome, placement rate, live release rate)</p> <p>Understand various shelter operating models and identify the appropriate model to meet community needs with available resources.</p> <p>Understand and evaluate effective cleaning, sanitation and humane treatment protocols.</p> <p>Understand the impact of facility environmental factors including lighting, sound control, ventilation, species and shelter flow.</p> <p>Understand the legal, ethical and practical issues involved in humane euthanasia.</p> <p>The ability to review, analyze and prioritize the utilization of available human and financial resources and physical space. (i.e. capacity for care)</p>	<p>Diagnose or treat medical or behavior conditions in companion animals.</p> <p>Perform humane euthanasia.</p> <p>Design or remodel a shelter facility independently.</p>

Knowledge Statements	The Minimally Qualified CAWA Candidate Will Be Able to:	The Minimally Qualified CAWA Candidate Will NOT Be Able To:
5.2 Animal Management: Programs and Policy		
<p>1. Principles and practices for community animal welfare programs (e.g., spay/neuter, Trap-Neuter-Return [TNR], humane education).</p> <p>2. Emerging animal welfare issues and research (e.g., industry publications, veterinary and other research).</p> <p>3. Federal, state, and local laws covering animal care and control.</p>	<p>Know how to access, review and interpret federal, state and local laws related to companion animals. Understand and apply current recommendations, trends, and emerging issues.</p> <p>Design and implement community programs.</p> <p>Understand the legislative process.</p>	<p>Write citations or act as enforcement officers.</p> <p>Draft legislation. Deliver every aspect of program delivery.</p> <p>Be published.</p> <p>Conduct research.</p>
5.3 Animal Management: Field Services and Public Health		
<p>1. Principles and practices for field services, law enforcement activities, and disaster preparedness and response.</p> <p>2. Zoonotic diseases and their ramifications for the health and well-being of animals, staff, volunteers, and the public.</p>	<p>Understand and follow incident command structure.</p> <p>Understand the role of a wide variety of law enforcement and other government and nonprofit agencies during a disaster response.</p> <p>Readily research, understand and support how cases are properly filed and charges made in cases of animal cruelty, neglect or other animal ordinances, codes, or laws within their jurisdiction.</p> <p>Understand and articulate the needs of pet and livestock owning public during time of natural disaster.</p> <p>Understand and can articulate national, state, and local laws and ordinances pertaining to the welfare of animals.</p> <p>Know basic steps for taking complaints or reports from the public regarding animal cruelty or neglect, or which agency has the authority to respond</p>	<p>Run incident command.</p> <p>Diagnose or treat zoonotic diseases.</p> <p>Guide the medical treatment of people exposed to zoonotic diseases.</p> <p>Conduct an investigation of animal cruelty or abuse.</p> <p>Perform animal forensics.</p> <p>Be a subject matter expert witness testifying in an animal case.</p> <p>Dispatch calls</p>

Knowledge Statements	The Minimally Qualified CAWA Candidate Will Be Able to:	The Minimally Qualified CAWA Candidate Will NOT Be Able To:
	<p>Ensure chain of custody is followed during all steps of an investigation</p> <p>Review written reports by officers for inconsistencies, presentation of facts and check for good report writing.</p> <p>Know the general circumstances within their jurisdiction when an animal may be taken into custody and the process for removing the animals.</p> <p>Determine priorities for responding to animal related calls for service.</p> <p>Evaluate and determine response to Requests for Proposals from local government regarding providing animal control/animal services and/or animal sheltering for the jurisdiction.</p> <p>Negotiate terms and details regarding contracts for providing animal services or animal sheltering for a jurisdiction.</p> <p>Create an emergency response plan for a sheltering facility.</p> <p>Understands opportunities for disease transmission between species.</p> <p>Can answer basic questions about common zoonotic diseases.</p> <p>Can create a basic response plan for incident of zoonotic disease outbreak within a sheltering facility.</p>	