

# Candidate Information Booklet



# Table of Contents

Table of Contents .....	2
Certification Mission Statement .....	3
Eligibility Requirements.....	3
Applying for Certification.....	3
Taking the Exam.....	4
Special Accommodations.....	4
Exam Results.....	4
Irregular Behavior .....	5
Grievances, Policy Interpretation Reviews, and Appeals .....	5
Data Confidentiality and Release of Certification Information to Third Parties .....	5
Requirements for Renewing Certification .....	6
Continuing education courses approved by SAWA .....	6
Leadership and professional involvement.....	6
Formal coursework from accredited college or university.....	6
Acceptable Subject Matter for Continuing Education Courses .....	8
Types of Training .....	9
Examples of Methods of Delivering Continuing Education Contact Hours .....	9
Procedures for Submitting Continuing Education Points for Recertification .....	10
Certification Examination Fees .....	10
Acknowledgements.....	10
Exam Information.....	11
General Strategies for Taking Written Tests.....	11
General Exam Content Information .....	12
Specific Knowledge and Skills that may be tested in the Exam.....	12
Administration and Management .....	12
Personnel Supervision and Leadership .....	13
Public Relations and Fundraising.....	13
Animal Care and Treatment.....	14
Reasoning.....	14
Sample Questions .....	15
Sample Question Answer Key .....	20
Suggested Reading List for the Certified Animal Welfare Administrator Exam .....	21

## Certification Mission Statement

The Society of Animal Welfare Administrators' Professional Certification Program is designed to distinguish the knowledge, skills, and achievements of high-level managers working in animal welfare and protection; to support best practices within the profession; and to broaden the understanding among those making hiring decisions and the general public of the specialized qualifications required to successfully lead non-profit organizations and governmental agencies dedicated to animal care.

## Eligibility Requirements

Eligibility requirements must be met and are not subject to appeal. To be eligible for the Certified Animal Welfare Administrator (CAWA) examination, you must have:

1. A minimum of 3 years of experience as a CEO, or in a management-level position directly reporting to the CEO, the COO, the DO or an equivalent position in an animal sheltering agency/organization. One year of this experience can be substituted by 2 years of management experience as CEP, or in a management-level position directly reporting to the CEO, the COO, the DO or an equivalent position at a non-profit or public agency/organization in another field.
2. A minimum of three years of experience managing paid staff within 10 years of the exam administration date, in any field. If this requirement was met through the position(s) qualifying to meet requirement number 1 above, both requirements are considered to be met simultaneously. If the management-level position(s) meeting requirement number 1 above did *not* involve management of paid staff, candidates may use other position(s) within the past 10 years to fulfill the requirement of three years experience managing paid staff.

## Applying for Certification

### Applying for Certification

The next scheduled Certified Animal Welfare Administrator exam will be offered on June 9, 2009 in Sharonville, OH. The open application period dates will be March 16, 2009 – April 30, 2009.

SAWA Certification applications must be completed and postmarked or received by the final date of the open application period. Applications received with a postmarked date after that date will not be accepted and will be returned to the address on the application.

Apply online at [www.cps.ca.gov/tlc/sawa/](http://www.cps.ca.gov/tlc/sawa/)

By U.S. mail, submit application to:

CPS Human Resource Services  
SAWA Certification Program  
241 Lathrop Way  
Sacramento, CA 95815

By fax, submit application to:

(916) 561-8433  
CPS Human Resource Services  
SAWA Certification Program

Once your application has been processed and your eligibility is confirmed, CPS will send you a notice via U.S. mail or e-mail. Applications from individuals who do not meet eligibility requirements for the CAWA Exam will be returned to the address on the application.

Questions about the application process may be directed to CPS Human Resource Services at (916) 263-3624 Ext. 3545 or via email at [SAWAcert@cps.ca.gov](mailto:SAWAcert@cps.ca.gov). A CPS representative will return your call or email within 24 hours.

## **Taking the Exam**

The next scheduled Certified Animal Welfare Administrator exam will be offered on June 9, 2009 in Sharonville, OH. The open application period dates will be March 16, 2009 – April 30, 2009.

The CAWA Exam is proctored and administered under strict security and standardized conditions. You must follow all proctor instructions. You will not be permitted to bring into the exam room reference materials, notes, cell phones, computers, or other electronic devices with memory capability.

You must arrive at the exam room for check-in between 7:45 a.m. and 8:00 a.m. All applicants must be in the check-in line by 8:00 a.m. Only pre-registered applicants will be admitted to the exam room. To confirm identity, you must have with you a valid, government-issued photo ID bearing the same name as the name you used on your application.

Actual exam time will be 2 ½ hours for the 100 test questions included on the exam.

### ***Special Accommodations***

Reasonable special accommodations for administration of the CAWA Exam will be made for applicants with documented disabilities in accordance with the Americans with Disabilities Act (ADA). Applicants requesting special accommodations must so indicate by marking the appropriate box on the application form. Documentation from a licensed healthcare professional describing the disability and the recommended accommodation must accompany the application. Only those accommodations that do not substantially alter the measurement provided by the exam will be approved.

If circumstances indicate that administration of the CAWA Exam would jeopardize the security of exam materials or the integrity of exam results, SAWA may cancel the administration.

## **Exam Results**

The pass/fail point for the CAWA Exam is recommended by the Test Committee who developed the exam. To set the pass/fail point, the Test Committee will use generally-accepted, criterion-referenced standard-setting procedures (e.g., Modified Angoff method). Final approval of the pass/fail standard is the responsibility of the SAWA Certification Council.

Within four to six weeks of the exam administration date, CPS will send you a report of your exam results. The report will indicate whether you passed or failed.

If you pass, SAWA will send you a wall certificate and other materials to signify your achievement. Your certificate will be valid for three years, from the date of issuance to June 30, 2012.

If you do not pass, your results report will provide you with data regarding your performance on the exam's major content areas to help guide your study efforts prior to retaking the exam.

There is no limit on the number of times you may take the CAWA Exam, but you must demonstrate that you meet the eligibility requirements for each exam administration when you reapply and you must pay the current exam fee when retaking the exam.

If the SAWA Certification Council determines that results of the exam do not represent a valid assessment of knowledge as sampled by the exam, such as due to irregular behavior or another reason related to the exam administration, the results may be deemed invalid (neither pass nor fail). Examinees whose results are deemed invalid must reapply and retake the exam to achieve certification.

## ***Irregular Behavior***

Any behavior that threatens the integrity or security of the CAWA application, examination, and certification processes is considered by the SAWA Certification Council to be irregular behavior.

Irregular behavior includes, but is not limited to:

- making false representations on CAWA applications or falsifying supporting documentation
- altering or falsifying CAWA certificates or otherwise misrepresenting certification status
- altering or falsifying CAWA results reports or otherwise misrepresenting exam performance
- seeking or having access to CAWA exam materials before exam is administered
- impersonating an examinee or engaging someone else to take a CAWA exam by proxy
- copying exam answers from someone else or allowing answers to be copied
- copying or memorizing and reproducing exam items for personal use or distribution
- purchasing or stealing CAWA exam materials
- possessing unauthorized materials or equipment during a CAWA exam administration
- making a false or intentionally misleading report accusing others of irregular behavior

To help the SAWA Certification Council maintain the integrity of its certification processes, anyone acting in good faith that has information or evidence that irregular behavior has occurred is encouraged to submit a written, signed statement to the SAWA Certification Council detailing the incident and providing copies of any supporting evidence or documentation.

If the SAWA Certification Council determines irregular behavior has occurred, it may invalidate scores, suspend or revoke existing certification, temporarily or permanently bar individuals from certification, or impose other sanctions or take other actions as it deems appropriate, including legal action.

## ***Grievances, Policy Interpretation Reviews, and Appeals***

If a candidate for SAWA Certification, or an individual who currently holds a CAWA certificate, disagrees with a certification decision or policy, other than receipt of failing exam results, review of the decision or policy may be requested. Such requests must be submitted to the SAWA Certification Council in writing and include any appropriate supporting documentation. The SAWA Certification Council will review all requests and provide a response within 60 days of receipt.

## **Data Confidentiality and Release of Certification Information to Third Parties**

All data provided to SAWA and CPS as part of the certification process is maintained under strictest security. SAWA may provide information necessary to be in compliance with laws and court orders. SAWA and CPS may confirm certification status to third parties, including date of issuance and expiration date, but SAWA and CPS will provide no other information relative to certification without written authorization of the subject certificate holders.

## Requirements for Renewing Certification

Barring certification suspension or revocation, SAWA certification is valid for three years and may be renewed by meeting all recertification requirements within the published timeframes for completion. Certificates are valid upon date of issuance. The three-year certificate period begins July 1 of the year following issuance of the certificate and ends June 30 three years hence.

To recertify, a total of 60 points of continuing professional development requirements must be earned within the three-year certification period. The points can be earned through a combination of the following educational and experiential activities:

***Continuing education courses approved by SAWA***—(approval criteria and processes for CE providers still being determined). Examples might include workshops at National and State Animal Welfare conferences, on-line animal welfare courses, SAWA conferences, etc. (if consistent with further development of knowledge).

- There is no maximum cap on points in this category
- Points are earned at one (1) point per clock hour of training or three (3) points per half day and six points per whole day

***Leadership and professional involvement***—Examples might include active service on a SAWA board or committee (including SAWA test committee or certification council) and state federation board of directors or committee; teaching training courses or presenting on educational content at professional conferences; and authoring articles accepted by professional publications.

- Maximum cap on points in this category: 24 points (max. 8 points eligible per year)
- For board or committee service, three (3) points earned per year for service for any portion of the year
- For teaching, two (2) points earned per clock hour duration of course or six (6) points for half day and twelve (12) points per whole day
- For authoring, requests for up to five (5) points will be submitted to the SAWA Certification Council for final determination on points to be awarded. Please include a copy of the published article with your request.

***Formal coursework from accredited college or university***—Includes all courses that list credits, trimester units, or quarter hours. Courses that do not list credit in these terms will be considered under the continuing education category listed above.

- Maximum cap on points in this category: 30 points
- Ten (10) points earned per successfully completed semester credit hour, seven (7) points per trimester credit hour, and five (5) points per quarter credit hour

***In-House Training***—

- Maximum cap on points in this category: 5 points

## ***What Specifically Qualifies for CAWA CE Credit?***

1. The course, class, seminar, or presentation should be at least one hour long.
  - *Videos are not eligible; however, video conferences are acceptable.*
2. Any course, class, seminar, or conference pre-approved by SAWA as eligible for CAWA continuing credits.
3. Any course, class, seminar, or presentation that is already approved as eligible for continuing education credits or CLE (continuing legal education) in the following professional certification or licensing professions:
  - Veterinary Technician or Veterinary licenses
  - CPA (tax professionals)
  - PHR/SPHR (human resource professionals)
  - CFRE/AFP (fund raising professionals)
  - PRSA/APR (public relations)
  - State Bar Associations (legal profession)
4. Any business and/or nonprofit management course, class, or seminar from an accredited college or university.
  - See section on “Formal coursework from accredited college or university” for descriptions of accredited schools.
5. The course, class, seminar, or presentation must be taken within the current renewal period.
6. The course, class, seminar, or presentation must be verifiable. CAWA members must provide the title, instructor’s name, location, name of sponsoring institution or provider (contact information), date of class/workshop, and the number of contact hours. Please note that points are earned at one point per clock hour of training or three points per half day and six points per whole day.
  - CAWA members are strongly encouraged to keep records and receipts associated with the coursework, certificates, and registration in the event that the records maintained by CE Providers are compromised.

## ***Acceptable Subject Matter for Continuing Education Courses***

- Leadership
- Business Administration
  - Strategic planning
  - Marketing
  - Management
  - Personnel
  - Law
  - Finance
- Nonprofit Management
  - Strategic planning
  - Marketing
  - Management
  - Personnel
  - Law
  - Finance
- Animal Care/Welfare
  - Animal behavior
  - Animal laws
  - Cruelty investigation
  - Humane Education
  - Pet nutrition
  - Veterinary medicine/shelter medicine
- Public Policy
  - Advocacy
  - Government/Civic affairs
  - Lobbying
- Computer training
- Social Services
  - Compassion Fatigue
  - Working with animal hoarders
  - The “link” between violence against humans and violence against animals
  - Educational/learning theory
- Statistics
- Fund Development
- Program Evaluation
- Public Speaking/presentation skills

## ***Types of Training***

There are several methods of delivering continuing education contact hours. Some are listed below. It is the responsibility of the CAWA member to ensure that the course, class, seminar, conference or presentation is verifiable.

### **Examples of Methods of Delivering Continuing Education Contact Hours**

- In-house training
- State Federation conferences
- National/Industry conferences
- Industry meetings on specific topics or issues pertaining to the field
- Correspondence courses, internet classes, and teleconferences (webinars)
- College courses
- Dale Carnegie courses
- Toastmasters
- Social Enterprise Group workshops or conferences
- Leadership Tomorrow programs

## ***Procedures for Submitting Continuing Education Points for Recertification***

If the requirements for renewing certification are not met and submitted (with application and fee) by the certification expiration date, certification will expire. Thereafter, certification may be regained by earning at least two professional development points for each full month that certification has been expired.

### **Certification Examination Fees**

Initial certification fee:

\$150.00 for SAWA members

\$295.00 for Non-members\*

\$75.00 for Re-testers\*\*

Recertification or certification renewal fee:

\$195.00 for SAWA members

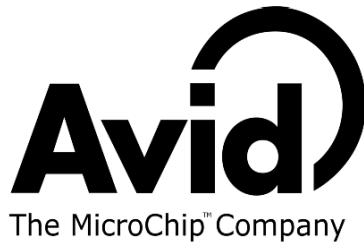
\$295.00 for non-members

\* For more information regarding SAWA membership, please visit [www.sawanetwork.org](http://www.sawanetwork.org).

\*\* Re-testers are considered those individuals who have been qualified for and successfully sat for the SAWA Certification Program examination during previous offerings.

### **Acknowledgements**

SAWA extends its thanks to charter sponsors AVID® The Microchip Company and Hill's Pet Nutrition for their generous support of the CAWA certification program.



## Exam Information

### ***General Strategies for Taking Written Tests***

The basic format for this test is the multiple-choice format with four distinct choices. Here are some general hints for taking this type of test:

- Most importantly, the test is designed to have *only one answer that is best from among the four choices given*.
- Your attitude about the test process can make a difference. Approach the test confidently. Arrive in plenty of time for the test so you do not feel rushed.
- Be certain that you understand how to correctly use the computer scannable answer sheet. Make sure you are careful to make clean erasures on your answer sheet and to only mark one correct answer per test item.
- Instructions, which will be read to you by a proctor, are very important, so be sure to listen carefully. These may include helpful clues. Ask questions if there is something you do not understand about the instructions, but be aware that your proctor cannot answer questions about test content issues.
- Read all directions carefully, twice if necessary.
- Your score on this test will be based only on the number of correct choices you make (the number of times you select the best choice from the four given). All test items are equally weighted even though there are different weights for specific program areas. You may guess on questions you are not sure of as you go through the test. Mark them in your booklet for further consideration if you have time after you finish the entire test. Remember, this test does not penalize you for incorrect answers or guessing.
- Read each question carefully, making sure that you understand it before you answer. Reread it if necessary, but do not waste time on questions that seem too unfamiliar or difficult. Interpret words according to their generally accepted meanings. Rephrase or underline key words in difficult questions. No question is intended to be a "trick" or "catch" question.
- Answer the easy questions first; postpone more difficult questions until later, making an initial guess in case you do not have enough time to go back to it. Check your answers if you do have time; however, remember that often your first response is correct.
- Watch your time carefully during the test.
- If you find a question you believe may be incorrect, you can comment on the calculation sheet provided. Include why you believe the question may be incorrect. This must be done during the allotted time for each examination book. Subject matter experts and occupational testing specialists will carefully review all comments. Try to focus on doing well on many items on the test rather than getting bogged down on "making your case" on just one item that counts as one point. CPS uses extensive quality control measures to ensure a flawless test, including panel reviews by qualified subject matter experts in your field, in addition to state-of-the-art computerized scoring and item analysis techniques.

## ***General Exam Content Information***

The 100-question multiple choice exam will test knowledge and skills in administration and management (22%), personnel supervision and leadership (23%), public relations and fundraising (21%), animal care and treatment (19%), and reasoning (15%). A short description of each content area is provided below.

**Administration and management** includes the knowledge and skills needed to manage an organization, such as strategic planning, policy development and analysis, working with a governing body or board of directors, volunteer management, program evaluation, accounting and economic principles, budgeting, contract negotiation, financial policies and procedures affecting nonprofits and governmental organizations, and tax ramifications for nonprofits.

**Personnel supervision and leadership** includes the knowledge and skills needed to perform personnel management and supervision activities, such as the techniques and principles for employee recruitment, selection, training, performance evaluation, compensation and benefits, labor relations and negotiations, and personnel information systems. This content area also includes organizational development principles and techniques (e.g., motivating, building morale, team building), supervisory practices and principles, and applicable personnel safety laws, codes, and practices.

**Public relations and fundraising** includes the knowledge and skills needed to foster positive relations with the community and market the organization to attract customers and raise funds. This content area includes fundraising and development methods for nonprofits; public and community relations methods and procedures; establishing and maintaining a good rapport with all stakeholders; responding appropriately to media inquiries or the public; formal presentation and group facilitation techniques; writing reports, articles, or speeches; customer service policies and techniques; and working with other organizations.

**Animal care and treatment** includes the knowledge and skills needed to manage an animal control program, animal welfare program, or animal shelter and to ensure proper care and treatment of animals in the organization. This content area includes animal shelter principles and practices; shelter design issues; animal care, protection, and control issues; humane animal treatment practices, euthanasia principles, practices, and protocols; animal care and control laws; law enforcement activities; zoonotic diseases; and animal health care.

**Reasoning** includes the knowledge and skills needed to problem solve, interpret written information, analyze and synthesize information from a variety of sources, effectively handle emergencies, prioritize, and show discretion.

## ***Specific Knowledge and Skills that may be tested in the Exam***

### **Administration and Management (22%)**

- ❖ Knowledge of administration and management principles, practices, and procedures (e.g., planning, organizing, staffing, directing, and controlling).
- ❖ Knowledge of working with a board of directors or governing body (e.g., animal control commission).
- ❖ Knowledge of policy development and analysis.
- ❖ Knowledge of strategic planning techniques and principles.
- ❖ Knowledge of project and event management.
- ❖ Knowledge of contract negotiation.
- ❖ Skill to evaluate and monitor the performance of the organization.
- ❖ Knowledge of principles, practices, and issues related to managing volunteers for the organization.
- ❖ Skill to develop innovative program plans, policies, procedures, directives, and processes.
- ❖ Skill to plan, implement, and coordinate administrative programs (e.g., employee recognition programs, safety programs).

- ❖ Skill to foresee trends and future needs.
- ❖ Knowledge of economic and accounting principles, practices, and procedures.
- ❖ Knowledge of budget preparation, policies, practices, procedures, regulations, and monitoring.
- ❖ Knowledge of sound organizational and financial policies and procedures for nonprofit and governmental organizations.
- ❖ Knowledge of special tax status ramifications for nonprofit organizations.
- ❖ Skill in budgeting and managing financial resources.
- ❖ Knowledge of basic statistical concepts and methods (e.g., mean, median, mode).
- ❖ Skill to analyze numerical and financial data.

### **Personnel Supervision and Leadership (23%)**

- ❖ Knowledge of personnel and human resources techniques and principles (e.g., recruitment, selection, training, employee evaluation, compensation and benefits, labor relations and negotiation, and personnel information systems).
- ❖ Knowledge of organizational development principles and techniques (e.g., motivating, building morale, developing, directing, educating).
- ❖ Skill to train others using formal and informal methods.
- ❖ Skill to evaluate the work of employees performing a wide variety of duties.
- ❖ Skill to promote cooperation within and between departments.
- ❖ Skill to work with a variety of people (e.g., all levels of employees).
- ❖ Skill to resolve conflicts or disagreements.
- ❖ Skill to build consensus.
- ❖ Skill to counsel and mediate.
- ❖ Skill to persuade or convince.
- ❖ Skill to provide feedback.
- ❖ Knowledge of occupational hazards and appropriate safety practices for animal services operations.
- ❖ Knowledge of federal, state, local, and other applicable safety requirements and codes.
- ❖ Knowledge of supervisory principles, practices, and procedures.
- ❖ Skill to effectively motivate and supervise the work of others.
- ❖ Skill to effectively delegate tasks to others.
- ❖ Skill to plan, coordinate, and schedule work flow.
- ❖ Skill to demonstrate commitment to the mission and objectives of the organization (e.g., team building, employee involvement, continuous improvement).
- ❖ Skill to serve the public and fellow employees with honesty and integrity according to the organization's ethics and conflict-of-interest policies.

### **Public Relations and Fundraising (21%)**

- ❖ Knowledge of principles and methods for promoting the organization's services and programs.
- ❖ Knowledge of fundraising and development methods, principles, and practices for nonprofit organizations.
- ❖ Knowledge of customer service policies and techniques.
- ❖ Knowledge of public and community relations methods, procedures, and objectives.
- ❖ Skill to respond to the public and others in a tactful, pleasant, and courteous manner.
- ❖ Skill to foster public relations beneficial to the organization.
- ❖ Skill to convey the professional image and values of the organization in terms of appearance and conduct.
- ❖ Skill to establish and maintain good rapport with potential and existing donors, board/commission members, animal protection services representatives, volunteers, fellow employees, elected and appointed officials, members of diverse groups, and the public.
- ❖ Knowledge of the community and the nonprofit organization's role within the community.
- ❖ Skill to share and find ideas from other organizations.
- ❖ Skill to respond to inquiries or difficult issues quickly (e.g., sensitive inquiries).
- ❖ Skill to prepare statistical reports.
- ❖ Skill to communicate information in writing (e.g., original or innovative speeches and articles).

- ❖ Skill to prepare financial reports, statements, and related documents.
- ❖ Skill to give a formal presentation in front of a group.
- ❖ Knowledge of group facilitation techniques.
- ❖ Skill to explain complex issues in a way that can be understood by the audience.
- ❖ Skill to articulate goals.

### **Animal Care and Treatment (19%)**

- ❖ Knowledge of animal euthanasia principles, practices, and procedures.
- ❖ Knowledge of humane animal treatment.
- ❖ Knowledge of issues related to shelter facility design.
- ❖ Knowledge of principles and practices of animal shelter management and operations.
- ❖ Knowledge of shelter processes, procedures, and required documentation for intake and disposition for shelter animals.
- ❖ Knowledge of principles, practices, objectives, and techniques for managing animal control and animal welfare programs.
- ❖ Knowledge of current animal protection, care, and control literature and issues and how they impact the community.
- ❖ Skill to develop, recommend, and administer policies and procedures necessary for efficient and effective animal services management.
- ❖ Skill to apply a full range of generally accepted principles and theories related to animal protection, care, and control.
- ❖ Knowledge of typical criteria used and protocols followed to make animal euthanasia decisions.
- ❖ Knowledge of sanitation and animal health care, including disease recognition, treatment, and prevention.
- ❖ Knowledge of zoonotic diseases and their ramifications for the health and well being of staff, volunteers, and the public.
- ❖ Knowledge of federal, state, and local laws covering animal care and control.
- ❖ Knowledge of laws governing counties, municipalities, and corporations—especially not-for-profits.
- ❖ Knowledge of law enforcement activities.

### **Reasoning (15%)**

- ❖ Knowledge of problem -solving techniques.
- ❖ Skill to think logically and use reasoning skills.
- ❖ Skill to analyze and synthesize factual information from several sources.
- ❖ Skill to effectively utilize data and information to support an argument, agenda, or course of action.
- ❖ Skill to solve problems (e.g., interpretation and application of rules, creativity, limited standardization).
- ❖ Skill to define problems, to establish facts, and formulate valid conclusions.
- ❖ Skill to work with abstract and concrete concepts.
- ❖ Skill to interpret written information (e.g., technical instructions, schedules).
- ❖ Skill to analyze written information.
- ❖ Skill to make timely decisions.
- ❖ Skill to tell when something is wrong or likely to go wrong.
- ❖ Skill to show discretion.
- ❖ Skill to work in a political environment.
- ❖ Skill to deal with emergencies or work under pressure.
- ❖ Skill to manage and work on multiple tasks, priorities, and projects simultaneously.

# Sample Questions

## Administration and Management Questions

1. New Way Animal Shelter wants to reevaluate the organization's mission and vision. As the executive director, you first organize a team of staff members to conduct preparatory research for this project (e.g., take a history and profile of the organization and conduct an environmental assessment). Once this has been completed, you organize a two-day retreat, in which the team revises the current mission statement. Next, as a group, you all decide on how the current organizational environment will affect this new mission, and if any changes need to occur in order to implement this mission effectively. From this assessment, priorities and goals are outlined to form an implementation plan. What is this process called?
  - a. strategic planning
  - b. change management
  - c. management by objectives
  - d. performance improvement
  
2. When conducting program evaluations, what is the term for the goals that serve as the final intended consequence of a program for its clients or society?
  - a. activity goals
  - b. strategic goals
  - c. outcome goals
  - d. long-range goals
  
3. You have recently been hired as the executive director of an animal shelter. Within the last two years, the organization has completed construction of a new facility. The building carries a debt of \$500,000 of the total building cost of \$3.5 million. The number of animals the organization cares for annually has increased by 20% since moving into the new facility. Fundraising has reached a plateau. Your organization carries an operational debt of \$100,000 annually. Last year, the debt was covered by distribution funds from the organization's \$2 million bequest. What should you do to guide your organization toward financial stability?
  - a. Establish a budget that includes a plan for debt reduction.
  - b. Recommend to your board a distribution from your bequest fund.
  - c. Investigate various banks in order to refinance at a more favorable percentage rate.
  - d. Express concerns to your board about annual expenditures and develop additional fundraisers to cover the loss.
  
4. When working with a board of directors or governing body, which is most important in establishing a successful relationship between the governing body and the executive director?
  - a. the goals and objectives the executive director must achieve
  - b. the evaluation process and compensation package for the executive director
  - c. a clear understanding of the organization's mission and the executive director's role
  - d. a mutual understanding of the role of the governing body and the role of the executive director

## Animal Care and Treatment Questions

5. According to the *Euthanasia Training Manual*, which is the correct order of steps for verifying death at the conclusion of a euthanasia procedure?
  - a. checking for the presence of a heartbeat; administering the heart injection; touching the cornea of the eye for any reflexive action; firmly pinching the skin between the toes of the upper rear paw for any reflexive action
  - b. checking for the presence of a heartbeat; touching the cornea of the eye for any reflexive action; firmly pinching the skin between the toes of the upper rear paw for any reflexive action; administering the heart injection
  - c. checking for the presence of a heartbeat; firmly pinching the skin between the toes of the upper rear paw for any reflexive action; touching the cornea of the eye for any reflexive action; administering the heart injection
  - d. administering the heart injection; checking for the presence of a heartbeat; touching the cornea of the eye for any reflexive action; firmly pinching the skin between the toes of the upper rear paw for any reflexive action
  
6. Which zoonotic disease is characterized as a bacterial disease, resides in the kidney of an animal, and the primary portal of exit is in the urine?
  - a. Leptospirosis
  - b. Toxoplasmosis
  - c. Ehrlichia Canis
  - d. Visceral larval migrans
  
7. The primary purpose for placing an animal in bite quarantine is to
  - a. observe the animal to determine if it has rabies.
  - b. observe the animal's behavior to determine if it is aggressive.
  - c. observe the animal to determine if it has been vaccinated against rabies.
  - d. isolate the animal so that it does not pose a health threat to other animals in the shelter.
  
8. Most lost pets are returned to their owners using which identification method?
  - a. tattoo
  - b. microchip
  - c. collar and tag
  - d. reward posters

## Public Relations and Fundraising Questions

9. In which of these fundraising management activities would the use of a gift range chart be most useful? (A gift range chart organizes information about past giving by the number of philanthropic gifts received.)
- analysis
  - planning
  - execution
  - evaluation
10. One of the benefits that nonprofit organizations can obtain by successfully marketing their services is the possibility of acquiring more volunteers, employees, donors, public support, sponsorship, etc. Which benefit of marketing does this describe?
- greater efficiency
  - greater consumer satisfaction
  - increased consumer participation
  - better attraction of market resources
11. Why is it suggested that nonprofit organizations receive outside guidance in designing market research methodology?
- organizations that specialize in market research offer the highest quality services
  - internal staff members lack the expertise to design and carry out market research
  - incumbents may design a methodology that confirms their own prejudices, rather than uncover the facts
  - ethical considerations require that nonprofit organizations see external expertise in conducting market research
12. Following a presentation, you are asked some confrontational questions. Which statement describes the best way to respond?
- Ignore the questions and refocus on your primary topics.
  - Acknowledge the concerns and indicate that those concerns are not representative of your constituency.
  - Listen to the comments and offer to meet with the person(s) individually.
  - Listen to the concerns, try to define the problem(s), and respond in a factual and sincere manner.

## Personnel Supervision and Leadership Questions

13. An animal control officer is called onto the scene of a vehicular accident by dispatch. The two cars involved in the accident are stalled in the middle of the road and are blocking traffic. A dog is trapped in the backseat of one of the cars but is not in immediate danger, and police and fire departments have not yet arrived. How should the animal control officer proceed in removing the trapped animal?
- The animal control officer should remove the animal as quickly as possible.
  - The animal control officer should ask for assistance from citizens in removing the animal.
  - The animal control officer should call dispatch for assistance and wait for back-up to arrive.
  - The animal control officer should wait for police officers to arrive to reroute traffic away from the accident.
14. In the United States, who gives the authorization for an agency or individual to be able to order controlled substances for use in animal shelters?
- the federal government
  - the Department of Health
  - the Drug Enforcement Agency and individual states
  - veterinary licensing authority for each state
15. Which question could be legally asked in an employment interview?
- Are you a United States citizen?
  - Are you authorized to work in the United States?
  - Do you have reliable child care arrangements?
  - What year did you graduate from high school?
16. You are the executive director at a large SPCA. Your kennel manager tells you that she needs to take some time off to care for her mother after she undergoes a major surgery. The employee has been with the organization for 14 months and has accrued three weeks of personal leave. You should tell her that she can take
- three weeks of leave because that is the amount of time she has accrued.
  - four months unpaid leave because that is the doctor's estimated recovery time for her mother.
  - up to six weeks unpaid leave, but her job is not guaranteed if she returns after that time.
  - up to 12 weeks of leave, but nine weeks of it will be unpaid.

## Reasoning Questions

17. There are at least four steps involved in systematic and logical problem solving. Which step is concerned with differentiating fact from opinion, specifying underlying causes, tapping everyone involved for information, and identifying what standard has been violated?
- defining the problem
  - generating alternative solutions
  - evaluating and selecting an alternative
  - implementing and following up on the solution
18. Which conceptual block to creative problem solving involves an attachment to a single way of looking at a problem, or using only one approach to define, describe, or solve it?
- constancy
  - commitment
  - complacency
  - commensurable
19. When solving problems, people tend to define present problems in terms of problems they have faced in the past. What is the term that defines this conceptual block to creative problem solving?
- vertical thinking
  - retrospectiveness
  - historical constraints
  - perceptual stereotyping
20. When solving a problem, a manager needs to know if a given solution is the best alternative, if others will accept it as a solution, and if the implementation of the solution is likely. Which other element must be considered?
- if the solution can be implemented quickly
  - if the solution can be implemented with no cost
  - if the solution can be implemented by an outside source
  - if the solution fits within the organization's constraints

## **Sample Question Answer Key**

	<b>Correct Answer</b>	<b>Reference for Question</b>
1.	A	The Complete Guide to Nonprofit Management, pp. 3-4
2.	C	The Jossey-Bass Handbook of Nonprofit Leadership & Management, pp. 393-395
3.	A	The Complete Guide to Nonprofit Management, p. 285
4.	D	The Complete Guide to Nonprofit Management, p. 44
5.	B	Euthanasia Training Manual, p. 7 (Section 1.5)
6.	A	National Animal Control Association – Training Guide (1989), pp. 19-2 to 19-4
7.	A	National Animal Control Association – Training Guide (1989), p. 18-13
8.	C	Government Animal Control Management: A Guide for Local governments, p. 22
9.	A	The Jossey-Bass Handbook of Nonprofit Leadership & Management, pp. 421-422
10.	D	The Complete Guide to Nonprofit Management, pp. 57-58
11.	C	Managing a Nonprofit Organization in the Twenty-First Century, p. 171
12.	D	Operational Guide for Animal Care and Control Agencies – Public Relations
13.	D	National Animal Control Association - Training Manual, p. 20-7
14.	C	Euthanasia Training Manual, p. 14
15.	B	The Jossey-Bass Handbook of Nonprofit Leadership & Management, p.648
16.	D	The Jossey-Bass Handbook of Nonprofit Leadership & Management, p. 636
17.	A	Developing Management Skills (5 <sup>th</sup> ed.), pp. 161-162
18.	A	Developing Management Skills (5 <sup>th</sup> ed.), p. 168
19.	D	Developing Management Skills (5 <sup>th</sup> ed.), p. 171-172
20.	D	Developing Management Skills (5 <sup>th</sup> ed.), p. 163

## Suggested Reading List for the Certified Animal Welfare Administrator Exam

(revised on September 30, 2008)

The refinement of the reading list for the CAWA examination is an ongoing effort. It is challenging to identify a list of high quality reference materials that covers all of the important knowledge areas measured in the exam but is not so extensive to be unreasonable in terms of length or cost. We continue to try to refine the reading list to make it more candidate friendly while not compromising the integrity of the certification program.

Presented below are the recently revised suggested reading lists for the 2009 exam administration.

Summary of changes: In 2007, a few chapters in *The Jossey-Bass Handbook of Nonprofit Leadership and Management* (2<sup>nd</sup> ed.) and *The Complete Guide to Nonprofit Management* (2<sup>nd</sup> ed.) were eliminated or moved to the secondary reading list. Additionally, *Managing a Nonprofit Organization in the Twenty-First Century* in its entirety was moved to the secondary reading list. Finally, the two books from secondary reading list and the online references were eliminated.

For 2009, three of the smaller texts for the Animal Care and Treatment content area are being replaced with the *Shelter Medicine for Veterinarians and Staff* book. *The Public Relations Handbook for Nonprofits* is being added to the reading list to better cover the public relations knowledge areas and to replace the *Selling Goodness* reference that is no longer printed and difficult to find. Additionally, the 5<sup>th</sup> edition of the *Developing Management Skills* book is being replaced with the 7<sup>th</sup> edition because the 5<sup>th</sup> edition is not longer available.

<b>2009 Suggested Reading List:</b>	<b>For Competencies:</b>
<p>American Humane. <i>Operational Guide for Animal Care and Control Agencies</i>. Denver, CO: author. Available online at <a href="http://www.americanhumane.org/site/DocServer/web_catalog0507.pdf?docID=4861">http://www.americanhumane.org/site/DocServer/web_catalog0507.pdf?docID=4861</a>.</p> <p>Price for complete guide is \$170 for AHA members (\$200 for nonmembers); sections of the Guide can be purchased separately at a unit cost.</p> <p><u>Read the following sections only:</u></p> <ul style="list-style-type: none"> <li>• Public and Media Relations (available for approximately \$10)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Animal Care and Treatment</li> <li>▪ Public Relations and Fundraising</li> </ul>
<p>Herman, Robert D., and Associates. (2005). <i>The Jossey-Bass Handbook of Nonprofit Leadership and Management</i> (2<sup>nd</sup> ed.). San Francisco: Jossey-Bass.</p> <p><b>CHAPTERS 3, 6 – 9, &amp; 11 – 25 ONLY</b></p>	<ul style="list-style-type: none"> <li>▪ Administration and Management</li> <li>▪ Personnel Supervision and Leadership</li> <li>▪ Public Relations and Fundraising</li> </ul>
<p>Feinglass, Art. (2005). <i>The Public Relations Handbook for Nonprofits: A Comprehensive and Practical Guide</i>. San Francisco: Jossey-Bass.</p>	<ul style="list-style-type: none"> <li>▪ Public Relations and Fundraising</li> </ul>

<b>2009 Suggested Reading List:</b>	<b>For Competencies:</b>
National Animal Control Association. (2000). <i>Training Guide</i> . Kansas City, MO: author. Available online at <a href="http://www.nacenet.org">www.nacenet.org</a> or by calling 913-768-1319. Price is \$35 for NACA members (\$50 for nonmembers).	<ul style="list-style-type: none"> <li>▪ Animal Care and Treatment</li> </ul>
Rhoades, Rebecca, DVM. <i>Euthanasia Training Manual</i> . Washington, DC: The Humane Society of the United States. Available online at <a href="http://www.hsus.org/press_and_publications/humane_bookshelf/the_humane_society_of_the_united_states_euthanasia_training_manual.html">http://www.hsus.org/press_and_publications/humane_bookshelf/the_humane_society_of_the_united_states_euthanasia_training_manual.html</a> or by calling 202-452-1000. Individual price is \$19.95 (bulk rate prices available).	<ul style="list-style-type: none"> <li>▪ Animal Care and Treatment</li> </ul>
Smith, Bucklin and Associates. (2000). <i>The Complete Guide to Nonprofit Management</i> (2 <sup>nd</sup> ed.). New York: John Wiley and Son, Inc.  <b>CHAPTERS 1 - 3, 5, 8 - 9, &amp; 12 – 15 ONLY</b>	<ul style="list-style-type: none"> <li>▪ Administration and Management</li> <li>▪ Personnel Supervision and Leadership</li> <li>▪ Public Relations and Fundraising</li> </ul>
Troughton, Bert, and Ginsberg, Caryn. (2003). <i>Making Plans to Make a Difference: Business Planning for Shelters to Inspire, Mobilize and Sustain Change</i> . ASPCA National Shelter Outreach. Available online for \$20 at <a href="http://www.asPCA.org/site/PageServer?pagename=shop_home&amp;JServSessionIdr010=oodp5iz403.app27b">http://www.asPCA.org/site/PageServer?pagename=shop_home&amp;JServSessionIdr010=oodp5iz403.app27b</a>	<ul style="list-style-type: none"> <li>▪ Administration and Management</li> <li>▪ Public Relations and Fundraising</li> </ul>
Whetten, David A., and Cameron, Kim A. (2006). <i>Developing Management Skills</i> (7 <sup>th</sup> ed.). New York: Harper Collins College Publishers.	<ul style="list-style-type: none"> <li>▪ Administration and Management</li> <li>▪ Personnel Supervision and Leadership</li> <li>▪ Public Relations and Fundraising</li> <li>▪ Reasoning</li> </ul>
Miller, Lila, and Zawistowski, Stephen. (2004). <i>Shelter Medicine for Veterinarians and Staff</i> . Ames, IA: Blackwell Publishing Limited.	<ul style="list-style-type: none"> <li>▪ Animal Care and Treatment</li> </ul>

<b>2009 Suggested Secondary Reading List:</b>	<b>For Competencies:</b>
<p>* Fewer exam questions are referenced to these materials. These materials may be helpful to you in preparing for the examination because they may cover the content in a different way or provide some interesting additional information. However, you should be able to pass the exam by studying only the materials listed on the primary reading list.</p>	
Handy, Geoffrey L. (2002). <i>Government Animal Control Management: A Guide for Local governments</i> . Published by The International City/County Management Association. Available online or by calling 202-452-1100. Price is \$25 for ICMA members (\$30 for nonmembers).	<ul style="list-style-type: none"> <li>▪ Animal Care and Treatment</li> </ul>
Herman, Robert D., and Associates. (2005). <i>The Jossey-Bass Handbook of Nonprofit Leadership and Management</i> (2 <sup>nd</sup> ed.). San Francisco: Jossey-Bass.  <b>CHAPTERS 2 &amp; 10 ONLY</b>	<ul style="list-style-type: none"> <li>▪ Administration and Management</li> <li>▪ Personnel Supervision and Leadership</li> <li>▪ Public Relations and Fundraising</li> </ul>

**2009 Suggested Secondary Reading List:**

\* Fewer exam questions are referenced to these materials. These materials may be helpful to you in preparing for the examination because they may cover the content in a different way or provide some interesting additional information. However, you should be able to pass the exam by studying only the materials listed on the primary reading list.

**For Competencies:**

Smith, Bucklin and Associates. (2000). *The Complete Guide to Nonprofit Management* (2<sup>nd</sup> ed.). New York: John Wiley and Son, Inc.

**CHAPTERS 6, 7, & 11 ONLY**

- Administration and Management
- Personnel Supervision and Leadership
- Public Relations and Fundraising

Wolf, Thomas. (1999). *Managing a Nonprofit Organization in the Twenty-First Century*. New York: Simon and Schuster, Inc.

- Administration and Management
- Public Relations and Fundraising



Society of Animal Welfare Administrators

# APPLICATION FOR THE CERTIFIED ANIMAL WELFARE ADMINISTRATOR PROGRAM

<b>Contact Info.</b>	Applicant's Name:		Soc. Sec. Number: - -		
	Mailing Address:	City:	State:	Zip Code:	
	Mailing Address (cont.):	Home Phone: ( )	Alternate Phone: ( )		
	E-mail Address:				
	Company Name:		Current Position/Title:		
	Work Address:	City:	State:	Zip Code:	
	Work Address (cont.):		Work Phone: ( )		
	Supervisor's Name:	Supervisor's Title:	Supervisor's Phone: ( )		
	Supervisor's Address:	City:	State:	Zip Code:	

<b>Demographic Information:</b>	<b>INFORMATION</b>			
	Sex: <input type="checkbox"/> Male <input type="checkbox"/> Female	Date of Birth: mo/day/year	Residency: <input type="checkbox"/> USA <input type="checkbox"/> Canada	<input type="checkbox"/> Other: _____
	Type of Agency where currently employed or within past 5 years: <input type="checkbox"/> Animal Control <input type="checkbox"/> Humane Society/SPCA <input type="checkbox"/> Other _____			
	Your Level of Education: <input type="checkbox"/> Less than High School <input type="checkbox"/> Bachelor's degree <input type="checkbox"/> GED Proficiency <input type="checkbox"/> Some postgraduate education without advanced degree <input type="checkbox"/> High School Graduate <input type="checkbox"/> Master's degree <input type="checkbox"/> Some College without degree <input type="checkbox"/> Doctorate degree (Ph.d., J.D., M.D., D.V.M.) <input type="checkbox"/> Associate's degree <input type="checkbox"/> Other _____			
	Level of your qualifying position: <input type="checkbox"/> Chief Executive <input type="checkbox"/> Middle Manager <input type="checkbox"/> Senior Manager <input type="checkbox"/> Other _____		Number of full-time paid staff employed at organization for qualifying position: <input type="checkbox"/> 1-10 employees <input type="checkbox"/> 51-100 employees <input type="checkbox"/> 11-25 employees <input type="checkbox"/> Other _____ <input type="checkbox"/> 26-50 employees	
	Budget size of organization for qualifying position: <input type="checkbox"/> Less than \$1 million <input type="checkbox"/> \$3-4.9 million <input type="checkbox"/> \$1-2.9 million <input type="checkbox"/> \$5 million or more		Average annual number of animals received through organization's door: <input type="checkbox"/> Less than 100 <input type="checkbox"/> 5,000-9,999 <input type="checkbox"/> 100-999 <input type="checkbox"/> 10,000 or more <input type="checkbox"/> 1,000-4,999	

<b>Eligibility Experience:</b>	<b>Please list experience that meets eligibility requirements</b>			
	Name of Business/Agency:		Title:	
	Address:	City:	State:	Zip Code:
	Address (cont.):	Start Date:		End Date:
	Contact (Reference) at Business/Agency:	Phone Number for Contact: ( )	Your Years of Supervisory Experience:	
	Address of Contact:	City:	State:	Zip Code:
Address of Contact (cont.):				

**Please list experience that meets eligibility requirements below**

**Eligibility Experience (continued):**

Name of Business/Agency:		Title:	
Address:	City:	State:	Zip Code:
Address (cont.):	Start Date:		End Date:
Contact (Reference) at Agency:	Phone Number for Contact: (      )		Your Years of Supervisory Experience:
Address of Contact:	City:	State:	Zip Code:
Address of Contact (cont.):			
Name of Business/Agency:		Title:	
Address:	City:	State:	Zip Code:
Address (cont.):	Start Date:		End Date:
Contact (Reference) at Agency:	Phone Number for Contact: (      )		Your Years of Supervisory Experience:
Address of Contact:	City:	State:	Zip Code:
Address of Contact (cont.):			
Name of Business/Agency:		Title:	
Address:	City:	State:	Zip Code:
Address (cont.):	Start Date:		End Date:
Contact (Reference) at Agency:	Phone Number for Contact: (      )		Your Years of Supervisory Experience:
Address of Contact:	City:	State:	Zip Code:
Address of Contact (cont.):			

Have you ever been convicted of a felony or any crime against animals?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, please attach a statement of explanation to this application.		
Do you require special accommodations for a disability covered by the American's with Disabilities Act?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, documentation from a licensed healthcare professional describing the disability and the recommended accommodation must accompany the application.		

By my signature below, I attest that the information I have provided on this application is true and accurate, and I understand and acknowledge that my application may be rejected and/or my subsequent certification may be invalidated if the information is found to be false or inaccurate. I further attest that I have read and understand the **CAWA Candidate Information Bulletin** and agree to comply with the policies and procedures described therein.

Print your name as you would like it to appear on your certificate:	Signature:	Date:
---	------------	-------



*Human Resource Services*

Mail to: CPS Human Resource Services  
SAWA Certification Program  
241 Lathrop Way  
Sacramento, CA 95815