



Certified Animal Welfare Administrator (CAWA) Program

Applicant Guide

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Certification Mission Statement

The Society of Animal Welfare Administrators (SAWA) Certified Animal Welfare Administrator (CAWA) certification program is designed to: Independently validate and recognize the knowledge, skills, and achievements of high-level managers working in animal sheltering and field services; support best practices within the profession; and 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.

Geographic Scope and Language of the CAWA Program

The CAWA Program's geographic scope is North American. Applicants may practice anywhere, but the program's focus, standards, and exam content reflects North American standards of practice. Since the CAWA Program's geographic scope is North American, the CAWA exam and supporting materials are offered in English.

Eligibility Requirements

Eligibility requirements must be met, without exception in any circumstances. To be eligible to take the CAWA exam, applicants must satisfy **all** of the following requirements by the date of application:

- 1) A minimum of 5 years of work experience, within 10 years prior to the date of CAWA Program application, as a high-level manager of a not-for-profit or government organization, of which at least 3 years of work experience must be at an organization that provides sheltering and/or field services.
 - a. A "high-level manager" is either a CEO or other paid staff who are within the following degrees of separation from the CEO:
 - i. 2 Degrees, in organizations with fewer than 250 full-time equivalents (FTEs);
 - ii. 3 Degrees, in organizations with 251-500 FTEs; and
 - iii. 4 Degrees, in organizations with 501 or more FTEs.
- 2) A minimum of 5 years of work experience managing paid staff in any field.

Work experience satisfying requirements 1 and 2 can be concurrent.

Educational experience may not be used to substitute for any of the work experience eligibility requirements.

- 3) Agree to abide by the SAWA Code of Ethics.

There is no requirement of an academic degree or continuing education activity for initial certification eligibility.

Eligibility to take the CAWA exam shall be for one year from the date of the eligibility notice.

Applying for Certification

To apply, please visit <https://sawa.learningbuilder.com>, then click the “Register as an Applicant” button.

The CAWA exam is offered several times a year during a variety of testing “windows.” Each “window” is approximately sixty (60) calendar days long. Candidates must apply to take the exam during a specific testing “window.” Once approved, a candidate will make his/her own personal testing appointment for the location, date and time of his/her choosing during the selected “testing window.”

Membership in SAWA is not required to pursue certification. SAWA members receive a 50% discount on exam fees.

Approximately fifteen (15) business days after your application is received—during which time your employment history will be verified and your eligibility will be determined—SAWA will notify you of your eligibility status.

Eligible candidates will be provided with logistical details related to scheduling a testing appointment at any testing center in SAWA’s testing partner (Prometric) network. Applicants who are deemed ineligible may appeal that determination to the Appeals Committee of the SAWA Certification Council by emailing certification@sawanetwork.org.

Questions about the application process may be directed to certification@sawanetwork.org or +1-202-568-6364. One of our Certification Department team members will respond to your message within three (3) business days.

CAWA Certification Exam Fees

Current exam fees are published on the SAWA website, www.sawanetwork.org.

The CAWA Certification Exam Fee is nonrefundable if the applicant is deemed ineligible. Applicants are encouraged to review the eligibility requirements thoroughly and ask us questions (via email to certification@sawanetwork.org or telephone at +1-202-568-6364) **before** submitting your application if you are unsure whether you are eligible.

Cancellation Policy

The CAWA Certification Exam Fee is nonrefundable under any circumstances. If an applicant makes a testing appointment at a Prometric testing center and must change or cancel it, you must do so by at least **five (5) business days** prior to your appointment using the Reschedule/Cancel option on the Prometric web site or by contacting Prometric's automated voice response system at 1-800 864 5258 (in North America) or by contacting Prometric's Regional Registration Center (outside North America); the Web is available 24 hours a day, 7 days a week. There is no charge for changing an appointment within the same testing window if the change is made by at least **five (5) business days** prior to your appointment.

If you have NOT made a testing appointment, but determine you cannot test within the selected testing window, you may contact the Certification Team at certification@sawanetwork.org to transfer to another testing window within your one (1) year of eligibility. You may only request ONE (1) testing window transfer within the one (1) year of the original scheduled exam window.

If a candidate is a no-show at a scheduled exam appointment, it shall result in a complete forfeiture of the Exam Fee by that candidate, with no opportunity to defer the fee to a subsequent application cycle. If a candidate transfers his/her eligibility to a subsequent testing window and does not make a testing appointment during that window, it shall result in a complete forfeiture of the Exam Fee by that candidate, with no opportunity to defer the fee to a subsequent application cycle.

Any difference between the original Exam Fee paid and the new Exam Fee will need to be paid by the applicant. Eligibility determinations are not deferrable; the applicant will need to satisfy all of the application requirements (work experience, application procedures, etc.) in effect at the time of the new application.

Scheduling Your Exam

Eligible candidates will be sent an Authorization to Test (ATT) email. This email will provide instructions on how to schedule your personal testing appointment at any one of Prometric's secure testing centers. Candidates will be provided with an Eligibility ID# and a website for exam scheduling. Any candidate, before receiving an Eligibility ID#, can find the testing center nearest them by going to www.prometric.com/SAWA and clicking the "Locate a Test Center" icon.

To schedule your exam once you receive your Authorization to Test Email:

- Go to www.prometric.com/SAWA and select the "Schedule My Test" icon
- Enter your Eligibility ID# and Last Name (first four letters) into the website
- On the next page, enter the city or zip code for the area you wish to test. A list of the nearest testing centers will be provided.
- Select the center at which you wish to schedule an appointment.
- A calendar will pop-up with days on which there are available testing appointments highlighted.
- Select your preferred date from the calendar.
- A pop-up will then appear with available appointment times. Select an appointment time.
- A confirmation of the testing appointment will be emailed to you.

All exams are to be scheduled via a computer-based testing center. Candidates will be provided with their exam results before leaving the testing center.

If you wish to change your exam date or time, you must do so by at least **five (5) business days** prior to your appointment using the Reschedule/Cancel option on the Prometric web site (recommended) or by contacting Prometric's automated voice response system at 1-800 864 5258 (in North America) or by contacting Prometric's Regional Registration Center (outside North America); the Web is available 24 hours a day, 7 days a week. There is no charge for changing an appointment within the same testing window if the change is made by at least **five (5) business days** prior to your appointment.

Taking the Exam

The CAWA certification exam consists of 100 questions. Candidates will have a maximum of 2 hours to take the exam. You will be given an opportunity to take an on screen tutorial to familiarize yourself with the functions

available on screen during the exam. This tutorial is not part of the time allotted for the timed portion of the exam, so that you can review it prior to starting the actual test.

The email confirmation of your testing appointment will provide you with instructions on when to arrive. You should plan to arrive at least 30 minutes before the scheduled exam time.

Only candidates with a confirmed testing appointment will be admitted to the registration area. To confirm your identity, you must have with you a currently valid, government-issued photo ID bearing the **exact** same name as the name you used on your application. If your government-issued photo ID reflects a different name, you will not be able to gain admission to the test site. Please email certification@sawanetwork.org if you need to update our records of your name to ensure that it matches your ID.

The CAWA certification exam is proctored and administered under strict security and standardized conditions. You must follow all proctor instructions. We encourage you to visit the Prometric website to familiarize yourself with [what to expect on testing day](#) and all security procedures so that you will not be caught off guard.

You will not be permitted to bring into the exam room any reference materials, notes, dictionaries, language translation dictionaries or devices, cellular telephones, PDAs, computers or tablets, calculators, cameras, video cameras, scanners, digital watches, or other electronic or communications devices. A standard, basic (four-function) calculator will be on screen for use during the CAWA examination. Lockers are provided at the testing center for all belongings. Please see the information on Prometric's webpage about [access to lockers](#) during the exam, which is generally prohibited.

A complete list of testing center regulations can be found [here](#).

Special Accommodations

Reasonable special accommodations for administration of the CAWA certification exam will be made for eligible candidates with documented disabilities in accordance with the Americans with Disabilities Act (ADA). Only those accommodations that do not, in SAWA's sole discretion, compromise the validity of the exam results, will be approved. If circumstances indicate that administration of the CAWA certification exam would jeopardize the security of exam materials or the integrity of exam results, SAWA may cancel the administration of the exam.

If a special accommodation is requested, supporting documentation must accompany the application from a licensed or otherwise properly credentialed healthcare professional who possesses expertise in the disability for which the modifications or accommodations are sought and has made an individualized assessment of the candidate, describing the disability and the need for the requested accommodation.

For accommodation requests based on mental or cognitive impairment, supporting tests must have been conducted within five years prior to the date of the accommodations request. Please use the Special Accommodations Form at the end of this document to request any Accommodations.

SAWA may make a request for supplemental information if the documentation submitted does not clearly establish the nature of the impairment or the need for the requested accommodations. Common reasons accommodations requests are deemed insufficient include:

- Supporting documentation is from a person who is not licensed or otherwise properly credentialed
- Supporting documentation is from a person who does not possess expertise in the disability for which the modifications or accommodations are sought
- Supporting documentation is from a person who has not made an individualized assessment of the candidate
- Supporting documentation does not describe the disability
- Supporting documentation does not explain how the requested accommodation will negate any impact of the candidate's disability on the fair assessment of the candidate's CAWA-related competencies

SAWA shall consider all facts and explanations offered by the candidate regarding his or her history or the need for the requested testing accommodations, as well as objective evidence relating to the candidate's diagnosed impairment and its impact on the candidate. SAWA shall not reject or deny an accommodation request based solely on the candidate's average or above-average IQ score, high level of academic success, or lack of a formal history of receiving that accommodation. SAWA may have the documentation submitted by or on behalf of a candidate reviewed by one or more qualified professionals of SAWA's choosing at SAWA's request and expense.

SAWA will attempt to respond to each request for accommodations within 14 business days of receipt. Applicants who are not satisfied with SAWA's decision regarding requested accommodations may appeal that determination to the Appeals Committee of the SAWA Certification Council by emailing certification@sawanetwork.org.

Exam Results

The pass / fail point ("cut score") for the CAWA certification exam is recommended by the Cut Score Action Team and approved by the Exam Committee, which developed the exam, then reviewed and approved by the Certification Council. To set the cut score, the Cut Score Action Team uses generally-accepted, criterion-referenced standard-setting procedures (i.e., Modified Angoff method). **The CAWA exam is scored using a scaled score. Your score will be represented on a scale of 200 – 800. A score of 600 or higher is required to pass the exam.**

You will receive your exam results on-screen immediately after you submit your exam for scoring. You will also be provided with a printed copy of your score report before leaving the testing center. The report will indicate whether you passed or failed. Your results report will provide some diagnostic information about how you performed in each content area of the exam. The results report will not provide any detailed information about your performance on individual test questions or other information that could compromise the security or validity of the exam.

If you pass, SAWA will send you a certificate and other materials to recognize your achievement at the end of the month in which you tested.

If you do not pass the exam on your first attempt, there is no limit on the number of times you may retake the CAWA certification exam, but you must demonstrate that you meet the eligibility requirements for each exam administration when you reapply, and you must pay the current Retesting Applicant 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 with a passing score to achieve certification.

Preparing for the CAWA Certification Exam

General Strategies for Taking Written Tests

The format of this test is multiple-choice questions with four distinct answer options. 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, among the four options given*.
- Your attitude about the test process can make a difference. Approach the test confidently. Arrive early to the test site, so you do not feel rushed.
- The instructions given to you by a proctor are very important, so be sure to listen carefully. Ask questions if you do not understand any of the instructions, but be aware that your proctor cannot answer questions about test content.
- 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 answer options given). Blank responses and incorrect responses are both worth zero points. That means that you have nothing to lose by guessing the best answer to questions about which you are uncertain. On screen, you will be provided with an option to “Flag” a question to revisit later during the exam. The screen will clearly show which items you have “flagged” for review, as well as any items you may have skipped answering.
- Each test item is equally weighted, even though the exam’s topical content areas are weighted; the number of test items in a particular topical content area is proportionate to the weighting of that topical content areas.
- Read each question carefully, making sure that you fully understand the question and your four choices before you answer the question. 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 easy questions first; postpone more difficult questions until later, making an initial guess in case you do not have enough time to revisit it. Check your answers if you have time; however, remember that your first response is often correct.
- Watch your time carefully during the test.
- Try to focus on doing well on many items on the test. Remember that the exam is designed to test “best practices”, not “how your organization does things.” It can be helpful to take a step back when reviewing each question. SAWA uses extensive quality-control measures to optimize the validity and reliability of the certification exam, including panel reviews by qualified subject-matter experts in the field and state-of-the-art computerized scoring and item analysis techniques.

Exam Specifications / Topical Blueprint

The topical content of the 100-question, multiple-choice exam is as follows:

<u>Domain</u>	<u>Subdomain</u>	<u>Statement</u>	<u>Percentage</u>
1. Administration	A. Organizational Governance and Management	1. Administration and management principles, practices, and procedures (e.g., planning, organizing, staffing, directing, controlling, managing risk).	10%
		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.	
	B. Analysis and Planning	1. Strategic planning techniques and principles.	8%
		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.	
	C. Financial Management	1. Economic and accounting principles, practices, and procedures.	7%
		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).			

<p>2. Human Resources Management</p>		<ol style="list-style-type: none"> 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. 	<p>13%</p>
<p>3. Leadership</p>		<ol style="list-style-type: none"> 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. 	<p>12%</p>

4. Communications, Advocacy, and Development	1. Principles and methods for promoting the organization's values, services and programs.	25%
	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	A. Animal Husbandry and Sheltering	1. Basic animal husbandry and humane treatment principles and practices.	10%
		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.	
	B. Programs and Policy	1. Principles and practices for community animal welfare programs (e.g., spay/neuter, Trap-Neuter-Return [TNR], humane education).	8%
		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.	
	C. Field Services and Public Health	1. Principles and practices for field services, law enforcement activities, and disaster preparedness and response.	7%
2. Zoonotic diseases and their ramifications for the health and well-being of animals, staff, volunteers, and the public.			

Authoritative References

The refinement of the authoritative references for the CAWA exam is ongoing. It is challenging to identify a list of high quality, authoritative 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 time commitment or cost. We continue to refine the reading list to make it more candidate-friendly without compromising the integrity of the certification program.

Several of the texts are now available as “e-books” through a variety of providers at a price generally less than the hardcopies. SAWA has been authorized to distribute some of the reference materials to CAWA candidates, once they have submitted a certification application and been deemed eligible; we will distribute those materials to each eligible CAWA candidate after notifying the candidate of his or her eligibility.

Every item on the CAWA exam is referenced to at least one of the following authoritative sources:

References	Book	eBook	1. Administration			2. Human Resources	3. Leadership	4. Communication, Advocacy and Development	5. Animal Management		
			A.	B.	C.	A.	A.	A.	A.	B.	C.
Achieving Excellence in Fundraising	\$46.00	\$39.00	x	x	x		x	x			
Animal Control Management: A Guide for Local Governments	Free	Free	x	x					x	x	x
Budgeting and Financial Management for Nonprofit Organizations	\$72.00	\$60.00		x	x			x			
Developing Management Skills	\$169.00	Unavailable	x	x	x		x	x			
Getting to Yes: Negotiating Agreement Without Giving In	\$9.00	\$8.00	x			x	x	x			
Good to Great and the Social Sectors: A Monograph to Accompany Good to Great	\$12.00	\$10.00	x			x	x				
Good to Great: Why Some Companies Make the Leap...And Others Don't	\$21.00	\$16.00	x			x	x				
Guidelines for Standards of Care in Animal Shelters	Free	Free	x	x					x	x	x
Investigating and Prosecuting Animal Abuse	Free	Free	x						x	x	x
Managing Nonprofit Organizations	\$61.00	\$46.00	x	x	x	x	x	x			
Shelter Medicine for Veterinarians and Staff	\$80.00	\$52.00							x	x	x
The Handbook of Strategic Public Relations and Integrated Marketing Communications	\$46.00	\$38.00						x			
The HSUS Euthanasia Reference Manual	Free	Free							x	x	x
The Jossey-Bass Handbook of Nonprofit Leadership and Management	\$78.00	\$59.00	x	x	x	x	x	x			

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Specifically, each reference aligns with the CAWA exam domains as follows:

Domain	Subdomain	Authoritative Reference Title	Author	Edition	Publisher	Publication Date
1. Administration	A. Organizational Governance and Management	Achieving Excellence in Fundraising	Eugene R. Tempel, Timothy L. Seiler and Eva E. Aldrich	3rd	Jossey-Bass	2010
		Animal Control Management: A Guide for Local Governments	Geoffrey L. Handy		International City/County Management Association (ICMA)	2001
		Developing Management Skills	David A. Whetten and Kim S. Cameron	9th	Prentice Hall	2015
		Getting to Yes: Negotiating Agreement Without Giving In	Roger Fisher, William L. Ury and Bruce Patton		Penguin Books	2011
		Good to Great and the Social Sectors: A Monograph to Accompany Good to Great	Jim Collins	1st	HarperCollins	2005
		Good to Great: Why Some Companies Make the Leap...And Others Don't	Jim Collins	1st	HarperBusiness	2001
		Guidelines for Standards of Care in Animal Shelters	Sandra Newbury, Mary K. Blinn, Philip A. Bushby, Cynthia Barker Cox, Julie D. Dinnage, Brenda Griffin, Kate F. Hurley, Natalie Isaza, Wes Jones, Lila Miller, Jeanette O'Quin, Gary J. Patronek, Martha Smith-Blackmore, Miranda Spindel		The Association of Shelter Veterinarians	2010
		Investigating and Prosecuting Animal Abuse	Allie Phillips and Randall Lockwood		National District Attorneys Association	2013
		Managing Nonprofit Organizations	Mary Tschirhart and Wolfgang Bielefeld	1st	Jossey-Bass	2012
	The Jossey-Bass Handbook of Nonprofit Leadership and Management	David O. Renz and Robert D. Herman	3rd	Jossey-Bass	2010	
		Achieving Excellence in Fundraising	Eugene R. Tempel, Timothy L. Seiler and Eva E. Aldrich	3rd	Jossey-Bass	2010

	B. Analysis and Planning	Animal Control Management: A Guide for Local Governments	Geoffrey L. Handy		International City/County Management Association (ICMA)	2001
		Budgeting and Financial Management for Nonprofit Organizations	Lynne A Weikart and Greg G. Chen		CQ Press	2012
		Developing Management Skills	David A. Whetten and Kim S. Cameron	9th	Prentice Hall	2015
		Guidelines for Standards of Care in Animal Shelters	Sandra Newbury, Mary K. Blinn, Philip A. Bushby, Cynthia Barker Cox, Julie D. Dinnage, Brenda Griffin, Kate F. Hurley, Natalie Isaza, Wes Jones, Lila Miller, Jeanette O'Quin, Gary J. Patronek, Martha Smith-Blackmore, Miranda Spindel		The Association of Shelter Veterinarians	2010
		Managing Nonprofit Organizations	Mary Tschirhart and Wolfgang Bielefeld	1st	Jossey-Bass	2012
		The Jossey-Bass Handbook of Nonprofit Leadership and Management	David O. Renz and Robert D. Herman	3rd	Jossey-Bass	2010
	C. Financial Management	Achieving Excellence in Fundraising	Eugene R. Tempel, Timothy L. Seiler and Eva E. Aldrich	3rd	Jossey-Bass	2010
		Budgeting and Financial Management for Nonprofit Organizations	Lynne A Weikart and Greg G. Chen		CQ Press	2012
		Developing Management Skills	David A. Whetten and Kim S. Cameron	9th	Prentice Hall	2015
		Managing Nonprofit Organizations	Mary Tschirhart and Wolfgang Bielefeld	1st	Jossey-Bass	2012
		The Jossey-Bass Handbook of Nonprofit Leadership and Management	David O. Renz and Robert D. Herman	3rd	Jossey-Bass	2010
2. Human Resources Management	Getting to Yes: Negotiating Agreement Without Giving In	Roger Fisher, William L. Ury and Bruce Patton		Penguin Books	2011	
	Good to Great and the Social Sectors: A Monograph to Accompany Good to Great	Jim Collins	1st	HarperCollins	2005	
	Good to Great: Why Some Companies Make the Leap...And Others Don't	Jim Collins	1st	HarperBusiness	2001	
	Managing Nonprofit Organizations	Mary Tschirhart and Wolfgang Bielefeld	1st	Jossey-Bass	2012	

		The Jossey-Bass Handbook of Nonprofit Leadership and Management	David O. Renz and Robert D. Herman	3rd	Jossey-Bass	2010
3. Leadership		Achieving Excellence in Fundraising	Eugene R. Tempel, Timothy L. Seiler and Eva E. Aldrich	3rd	Jossey-Bass	2010
		Developing Management Skills	David A. Whetten and Kim S. Cameron	9th	Prentice Hall	2015
		Getting to Yes: Negotiating Agreement Without Giving In	Roger Fisher, William L. Ury and Bruce Patton		Penguin Books	2011
		Good to Great and the Social Sectors: A Monograph to Accompany Good to Great	Jim Collins	1st	HarperCollins	2005
		Good to Great: Why Some Companies Make the Leap...And Others Don't	Jim Collins	1st	HarperBusiness	2001
		Managing Nonprofit Organizations	Mary Tschirhart and Wolfgang Bielefeld	1st	Jossey-Bass	2012
		The Jossey-Bass Handbook of Nonprofit Leadership and Management	David O. Renz and Robert D. Herman	3rd	Jossey-Bass	2010
4. Communications, Advocacy, and Development		Achieving Excellence in Fundraising	Eugene R. Tempel, Timothy L. Seiler and Eva E. Aldrich	3rd	Jossey-Bass	2010
		Budgeting and Financial Management for Nonprofit Organizations	Lynne A Weikart and Greg G. Chen		CQ Press	2012
		Developing Management Skills	David A. Whetten and Kim S. Cameron	9th	Prentice Hall	2015
		Getting to Yes: Negotiating Agreement Without Giving In	Roger Fisher, William L. Ury and Bruce Patton		Penguin Books	2011
		Managing Nonprofit Organizations	Mary Tschirhart and Wolfgang Bielefeld	1st	Jossey-Bass	2012
		The Handbook of Strategic Public Relations and Integrated Marketing Communications	Clarke Caywood	2nd	McGraw-Hill	2012
		The Jossey-Bass Handbook of Nonprofit Leadership and Management	David O. Renz and Robert D. Herman	3rd	Jossey-Bass	2010
5. Animal Management	A. Animal Husbandry and Sheltering	Animal Control Management: A Guide for Local Governments	Geoffrey L. Handy		International City/County Management Association (ICMA)	2001

		Guidelines for Standards of Care in Animal Shelters	Sandra Newbury, Mary K. Blinn, Philip A. Bushby, Cynthia Barker Cox, Julie D. Dinnage, Brenda Griffin, Kate F. Hurley, Natalie Isaza, Wes Jones, Lila Miller, Jeanette O'Quin, Gary J. Patronek, Martha Smith-Blackmore, Miranda Spindel		The Association of Shelter Veterinarians	2010
		Investigating and Prosecuting Animal Abuse	Allie Phillips and Randall Lockwood		National District Attorneys Association	2013
		Shelter Medicine for Veterinarians and Staff	Lila Miller and Stephen Zawistowski	2nd	Wiley-Blackwell	2013
		The HSUS Euthanasia Reference Manual	The Humane Society of the United States	2nd	The Humane Society of the United States	2013
	B. Programs and Policy	Animal Control Management: A Guide for Local Governments	Geoffrey L. Handy		International City/County Management Association (ICMA)	2001
		Guidelines for Standards of Care in Animal Shelters	Sandra Newbury, Mary K. Blinn, Philip A. Bushby, Cynthia Barker Cox, Julie D. Dinnage, Brenda Griffin, Kate F. Hurley, Natalie Isaza, Wes Jones, Lila Miller, Jeanette O'Quin, Gary J. Patronek, Martha Smith-Blackmore, Miranda Spindel		The Association of Shelter Veterinarians	2010
		Investigating and Prosecuting Animal Abuse	Allie Phillips and Randall Lockwood		National District Attorneys Association	2013
		Shelter Medicine for Veterinarians and Staff	Lila Miller and Stephen Zawistowski	2nd	Wiley-Blackwell	2013
		The HSUS Euthanasia Reference Manual	The Humane Society of the United States	2nd	The Humane Society of the United States	2013
	C. Field Services and Public Health	Animal Control Management: A Guide for Local Governments	Geoffrey L. Handy		International City/County Management Association (ICMA)	2001

Certified Animal Welfare Administrator (CAWA) Program Applicant Guide

		Guidelines for Standards of Care in Animal Shelters	Sandra Newbury, Mary K. Blinn, Philip A. Bushby, Cynthia Barker Cox, Julie D. Dinnage, Brenda Griffin, Kate F. Hurley, Natalie Isaza, Wes Jones, Lila Miller, Jeanette O'Quin, Gary J. Patronek, Martha Smith-Blackmore, Miranda Spindel		The Association of Shelter Veterinarians	2010
		Investigating and Prosecuting Animal Abuse	Allie Phillips and Randall Lockwood		National District Attorneys Association	2013
		Shelter Medicine for Veterinarians and Staff	Lila Miller and Stephen Zawistowski	2nd	Wiley-Blackwell	2013
		The HSUS Euthanasia Reference Manual	The Humane Society of the United States	2nd	The Humane Society of the United States	2013

Recertification Requirements

Barring certification suspension or revocation, CAWA certification is valid for three (3) years and may be renewed by meeting all recertification requirements within the published timeframes for completion.

Certification is valid from the date the certification exam was passed through 31 December three years after the 31 December immediately following the initial certification date.

To recertify for subsequent three-year periods, a total of 60 “points” of continuing professional development (CPD) must be earned **within the three-year certification period**--with at least one (1) CPD point earned per calendar year during a certificant’s recertification period, except in exigent circumstances—and the recertification fee must be paid.

The points can be earned through a combination of the following educational and experiential activities; of the 60 CPD points required, at least 50% (30 CPD points) must be in either *Continuing Education* or *Teaching and Training*.

Continuing Education

Examples include: Seminars and workshops at national and state animal welfare conferences; asynchronous, synchronous, and blended internet-based courses and webinars; SAWA conferences; college or university courses; etc. (if consistent with further development of relevant professional knowledge, to be determined at SAWA’s discretion).

- Points are earned at the rate of one (1) point per clock hour of instructional time. Please note that breaks, meals, and networking segments do not count as instructional time. Instructional time is rounded down to the nearest quarter-hour. Fractions of a point smaller than 0.25 cannot be earned.
- See the section below, entitled “What Specifically Qualifies for Continuing Education (CE) Points Towards CAWA Recertification,” for further details.
- Continuing education may be pre-approved by SAWA upon application by the education provider. Continuing education that is not pre-approved will be reviewed for approval during the recertification process.
- For courses from an accredited college or university: Ten (10) CAWA CPD points are earned per successfully completed semester credit hour, seven (7) points are earned per trimester credit hour, and five (5) points are earned per quarter credit hour.
 - The college or university must be accredited by an accrediting body that is recognized by either the United States Department of Education or the Council for Higher Education Accreditation (or authorized / accredited by an appropriate national or regional authority or global accrediting organization).

What Specifically Qualifies for Continuing Education (CE) Points Towards CAWA Recertification?

1. The course, class, seminar, webinar, or presentation (“CE Activity”) must be at least thirty (30) minutes long.
2. Any CE Activity that has been pre-approved by SAWA as eligible for CAWA recertification points.
3. Any CE Activity that is already approved for continuing education credits by the following professional certification or licensing programs:
 - Veterinary Technician or Veterinarian licensing
 - CPA (accounting)
 - PHR/SPHR (human resources)
 - CFRE/AFP (fundraising)
 - PRSA/APR (public relations)
 - State Bar Associations (legal)
4. CPD activities completed during a CAWA’s current recertification period cannot be counted towards that CAWA’s next recertification period.
5. The CE Activity must be verifiable. CAWAs must provide the CE Activity title, session date and location, instructor’s name, sponsoring institution’s or provider’s name and contact information, and the number of clock hours of actual instructional time (not counting breaks, meals, or networking segments).
6. CAWAs are strongly encouraged to keep records, receipts, registration forms, and certificates associated with the CE Activity for one year after the CAWA’s next recertification date, in case the CE Activity provider’s records are compromised.
7. Acceptable topical content for CE Activity (i.e., topics that enhance the professional competence of CAWAs) is content that aligns with the CAWA Exam Specifications / Topical Blueprint, as identified in this *Applicant Guide*.

Teaching and Training

Teaching training courses or presenting educational content at professional conferences.

- For teaching, two (2) CAWA CPD points are earned per clock hour of instruction. Please note that breaks, meals, and networking segments do not count as instructional time. Instructional time is rounded down to the nearest quarter-hour. Fractions of a point smaller than 0.25 cannot be earned.

Leadership and Professional Involvement

Actively serving on a board, council, or committee directly aligned with the topics in the CAWA exam specifications.

- For board or committee service, three (3) CAWA CPD points are earned per year of service for any portion of the year.

Authoring

Authoring published content in a book or peer-reviewed professional journal, on a topic aligned with the CAWA exam specifications.

- For authoring, requests for three (3) CAWA CPD points per publication may be submitted to the SAWA Certification Council for final determination. Please include a copy of the published content with your request.

CAWAs are encouraged to submit all CPD activities, to accurately reflect CAWAs' commitment to the animal welfare, care, and control community.

Quality Control

A random sample of recertification applicants is selected each year for verification of self-reported recertification activity; failure to provide verification documentation may result in a denial of recertification or other sanctions, as appropriate.

Failure to Recertify

If the requirements for renewing certification are not met and submitted (with the recertification application and fee) by the certification expiration date, certification will expire; former certificants may no longer describe themselves as CAWAs and may not use the CAWA certification mark. Individuals who are not currently certified as CAWAs who misuse the CAWA certification mark be subject to legal action.

The CAWA reinstatement policy enables expired credentials to be reinstated within 12 months of expiration by earning additional CPD points outside of the three-year recertification period. Thereafter, certification may only be regained by applying for initial certification, meeting the eligibility requirements in effect at the time of the new application, and taking and passing the CAWA certification exam.

CAWA Recertification Fees (every three years)

Current recertification fees are published on the SAWA website, www.sawanetwork.org.

Recertification fees may increase over time; CAWAs are subject to the recertification fee in effect at the time the recertification application is submitted.

Irregular Behavior

Any behavior that threatens the integrity or security of the CAWA application, exam, or 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 initial certification or recertification 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 or competing 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 statement to the Ethics and Professionalism Committee of the SAWA Certification Council (by email to certification@sawanetwork.org) detailing the incident and providing copies of any supporting evidence or documentation.

If the Ethics and Professionalism Committee determines that 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 civil or criminal legal action. Adverse decisions of the Ethics and Professionalism Committee may be appealed by the sanctioned individual to the Appeals Committee of the SAWA Certification Council by emailing certification@sawanetwork.org.

Revalidation of CAWA Exam Content

To ensure the continuing relevance, accuracy, and validity of the content of the CAWA exam, SAWA performs a revalidation job analysis (updating the exam specifications, initial eligibility standards, and recertification standard based on the results of that job analysis) every six years.

Grievances, Policy Interpretation Reviews, and Appeals

If a CAWA certification program applicant, eligible candidate, or current or past certificant disagrees with a certification decision or policy, review of the decision or policy may be requested. Such requests must be submitted to the Appeals Committee of the SAWA Certification Council by email to certification@sawanetwork.org and should include all appropriate supporting documentation. The Appeals Committee 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 as part of the certification process is maintained under strictest security. SAWA may provide information necessary for compliance with laws and court orders. SAWA and its certification management team may share exam results and candidate exam comments with members of the Certification Council. SAWA and its certification management team may confirm certification status to third parties, including date of issuance and expiration date, but SAWA will provide no other information relative to an individual's certification status without written authorization by the individual in question.

Acknowledgements

SAWA extends its sincere thanks to charter sponsor, Hill's Pet Nutrition, for its generous support of the Certified Animal Welfare Administrator (CAWA) certification program.



**YOUR PASSION
IS OUR MISSION.**



REQUEST FOR SPECIAL EXAMINATION ACCOMMODATIONS

If you have a disability covered by the Americans with Disabilities Act, please complete this form and the Documentation of Disability-Related Needs on the reverse side so your accommodations for testing can be processed efficiently. The information you provide and any documentation regarding your disability and your need for accommodation in testing will be treated with strict confidentiality. Please return this form to SAWA at: certification@sawanetwork.org within 45 days of the desired testing date.

CANDIDATE INFORMATION

Name (Last or Family Name, First, Middle Initial, Former Name) _____

Mailing Address _____

City _____ State/Province _____ Zip Code/Postal Code and Country _____

Daytime Telephone Number with country code if outside of North America _____ Email Address _____

SPECIAL ACCOMMODATIONS

I request special accommodations for the _____ examination.

Please provide (check all that apply):

- Reader
- Extended examination time (time and a half)
- Reduced distraction environment
- Large print examination (paper and pencil administration only)
- Circle answers in examination booklet (paper and pencil administration only)
- Other special accommodations (Please specify.)

Comments: _____

PLEASE READ AND SIGN:

I give my permission for my diagnosing professional to discuss with SAWA staff my records and history as they relate to the requested accommodation.

Signature: _____ Date: _____

Return this form to:

SAWA Certification: certification@sawanetwork.org

If you have questions, call the Certification Department at 202.568.6364



DOCUMENTATION OF DISABILITY-RELATED NEEDS

Please have this section completed by an appropriate professional (education professional, physician, psychologist, psychiatrist) to ensure that **SAWA** is able to provide the required examination accommodations.

PROFESSIONAL DOCUMENTATION

I have known _____ since ____/____/____ in my capacity as a
Candidate Name Date (month/date/year)

Professional Title

The candidate discussed with me the nature of the examination to be administered. It is my opinion that, because of this candidate's disability described below, he/she should be accommodated by providing the special arrangements listed on the reverse side.

Description of Disability: _____

Signed: _____ Title: _____

Printed Name: _____

Address: _____

Telephone Number: _____

Date: _____ License # (if applicable): _____

Return this form to:
SAWA Certification Department at: certification@sawanetwork.org
If you have questions, call the Certification Department at 202.568.6364