

CERTIFICATION EXAMINATION FOR PROFESSIONAL ANIMAL CARE OPERATORS

HANDBOOK FOR CANDIDATES



2018 Testing Dates

<i>Application Deadline</i>	<i>Testing Period</i>
February 28, 2018	March 24 – April 7, 2018
May 31, 2018	June 16 – 30, 2018
September 30, 2018	October 27 – November 10, 2018



PROFESSIONAL TESTING CORPORATION® 1350 BROADWAY • 17th FLOOR • NEW YORK, NY 10018

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This handbook contains necessary information about the Certification Examination for Professional Animal Care Operators (CPACO). Please retain it for future reference. Candidates are responsible for reading these instructions carefully. This handbook is subject to change.

EXAMINATION OVERVIEW

The Certified Professional Animal Care Operator Examination is prepared and administered by the Professional Animal Care Certification Council (PACCC) with the assistance of the Professional Testing Corporation (PTC). Those who successfully complete the examination will be certified with the PACCC as a Certified Professional Animal Care Operator (CPACO).

The purpose of the CPACO Examination program is to elevate professional standards and recognize individuals who demonstrate the knowledge essential to the care of animals and to help employers identify skilled, knowledgeable animal care operators.

The purpose of certification is to promote excellence in the field of animal care by:

- Formally recognizing those individuals who meet all the requirements of the PACCC;
- Encouraging continued professional growth of the animal care professional;
- Establishing and measuring the level of knowledge required for certification; thereby assisting the public and members of the animal care professions in the assessment of proper animal care.

The CPACO Examination is comprised of 175 items (test questions). The content tested on the CPACO Examination is based on the results of an analysis of the profession, which identified the major domains of practice along with the knowledge, skills and abilities needed for competent performance and the relative emphasis or weight for each of the domains of practice. Examination questions are written by experienced animal care professionals and then reviewed and approved by a committee of experts in the profession.

Questions concerning the examination should be referred to PTC at the following address:

Professional Testing Corporation
1350 Broadway - 17th Floor
New York, NY 10018
(212) 356-0660
ptcny@ptcny.com
www.ptcny.com

WHICH PACCC CERTIFICATION IS RIGHT FOR YOU?

Use the chart below to determine which PACCC certification is right for you by comparing your role in professional pet care and the eligibility requirements. Please keep in mind that the rest of the information in this Handbook for Candidates is specifically about the Certification Examination for Professional Animal Care Operators.

Requirement	Professional Animal Care Provider	Professional Animal Care Manager	Professional Animal Care Operator
Education	N/A	High School/GED or Equivalent	High School/GED or Equivalent
Professional Animal Care Experience	Minimum of 500 Hours	Minimum of 4,000 Hours	Minimum of 5 Years, with at least 1 year in an Operator Position
Letters of Reference	Two	Two	Three
Other	N/A	N/A	Membership in a Pet Association or Organization; Ongoing Community Service.

ELIGIBILITY REQUIREMENTS

To sit for the CPACO Examination, the following requirements must be met:

1. Education – Candidates must have a high school diploma or the equivalent.
2. Time/Experience working in the animal care industry a minimum of 5 years with at least one year in the operator position.
3. Membership in a pet association or organization
4. Ongoing community service
 - a. One pet organization
 - b. One non-pet/community organization
5. Three (3) Letters of Reference:
 - a. One (1) from a professional in the industry i.e., a fellow business owner, a veterinarian, etc.
 - b. One (1) professional reference i.e., banker, attorney, CPA, chamber of commerce, community organization, teacher, church, etc. (excluding family or friends).
 - c. One (1) from a client.

Applicants will be randomly audited and verified.

APPLYING FOR THE EXAMINATION

Note: All candidates must have an individual email address. The email address on the application must not be a shared address.

1. Read and follow the directions on the application and in this handbook. All applications must be completed online. The application may be found on the Professional Testing Corporations website: <http://ptcny.com/clients/paccc/>.
2. The online application and appropriate fees for the examination must be received on or before the appropriate deadline listed in on the front cover of this Handbook.
3. All correspondence regarding the application and fees should be directed to the Professional Testing Corporation at www.ptcny.com or (212) 356-0660.

Applicants will receive an emailed confirmation of the application within 1-3 days of submitting application.

EXAMINATION/TESTING FEES

Please note that fees are NOT refundable.

Examination Fee for the Certification Examination for Professional Animal Care Operators:..... \$550.00
Rescheduling Fee for the Certification Examination for Professional Animal Care Operators:..... \$225.00

Fees must be submitted in U.S. dollars.

MAKE CHECK OR MONEY ORDER PAYABLE TO: **PROFESSIONAL TESTING CORPORATION**

Visa, MasterCard, and American Express are accepted. Please complete the credit card payment form at the end of the online application. If paying by check, follow the instructions on the online application.

REFUNDS/TRANSFER POLICY

There will be no refund of fees.

If you need to cancel your examination appointment or reschedule to a different date within the two week testing period for which you have registered, you must contact PSI at (800) 733-9267 no later than noon, Eastern Standard Time, of the second business day PRIOR to your scheduled appointment. Rescheduling is subject to the availability of appointments at PSI. There is no fee for rescheduling within the two week testing period for which you have registered. **PSI does not have the authority to authorize refunds or transfers to another testing period.**

A candidate who applies to take the examination but then wishes to take it during a different testing period, may be granted a one-time deferment to the next immediate testing period. The candidate must request the deferment in writing to ptcny@ptcny.com no more than one week after the original testing period ends. The candidate is responsible for contacting PSI to cancel their examination appointment if one has been scheduled. If a candidate fails to schedule or keep their appointment, the entire examination fee is forfeited.

Once a deferment to the next testing period has been established, the candidate must complete a new application for the next immediate testing period and submit the rescheduling fee of \$225.00 with the application. Only one deferment will be permitted.

EXAMINATION ADMINISTRATION

The CPACO Examination is administered during an established two week testing period, Monday through Saturday, excluding holidays, at computer-based testing facilities managed by PSI. PSI has several hundred testing sites in the United States, as well as Canada. Scheduling is handled on a first-come, first-serve basis. To find a testing center near you, visit www.ptcny.com/cbt/sites.htm or call PSI at (800) 733-9267. Please note: Hours and days of availability vary at different centers. **You will not be able to schedule your examination appointment until you have received A Scheduling Authorization Notice from PTC.**

ONLINE TESTING SOFTWARE TUTORIAL

A free Testing Software Tutorial can be viewed online. This online tutorial can give you an idea about the features of the testing software. Please visit: www.ptcny.com/cbt/demo.htm to access this tutorial.

SCHEDULING YOUR EXAMINATION APPOINTMENT

Once the application has been received and eligibility is verified, you will receive an email confirmation at the email address you provided on the application. The Scheduling Authorization Notice will also be sent to this email address prior to the beginning of the testing period. **You MUST present your current driver's license, passport, or U.S. military ID at the test center. Temporary, paper driver's licenses are not accepted. The name on your Scheduling Authorization Notice must match the name on your photo I.D. exactly.** If you do not receive an eligibility notice at least two weeks prior to the start of the testing period, please contact Professional Testing Corporation at (212) 356-0660 for a duplicate copy.

The Scheduling Authorization Notice will indicate where to call to schedule the examination appointment as well as the dates during which testing is available. Appointment times are first-come, first-serve basis so schedule your appointment as soon as you receive the Scheduling Authorization Notice in order to maximize your chance of testing at your preferred location and on your preferred date and time.

After you schedule your test appointment, PSI will send you a confirmation email with the date, time, and location of your exam. Please check this email confirmation carefully for the correct date, time, and location. Contact PSI at (800) 733-9267 if you do not receive this email confirmation or if there is a mistake with your appointment.

- **It is your responsibility as the candidate to contact PSI to schedule the examination appointment.**
- **It is highly recommended that you become familiar with the testing site prior to the scheduled test date.**
- **Arrival at the testing site at the appointed time is the responsibility of the candidate. Please plan for weather, traffic, parking, and any security requirements that are specific to the testing location. Late arrival may prevent you from testing.**

INTERNATIONAL TESTING

Candidates outside of the United States and Canada must complete and submit the Request for Special Testing Center Form found on the www.ptcny.com homepage. This form must be uploaded to your application no later than 8 weeks prior to the start of the chosen testing period. Fees for testing at an international computer test center (outside of the United States and Canada) are \$100.00 in addition to the examination fee. PTC will arrange a computer based examination at an international test center for you.

Please note that all examinations are administered in English.

RULES FOR THE EXAMINATION

1. All Electronic devices that can be used to record, transmit, receive, or play back audio, photographic, text, or video content, including but not limited to, cell phones, laptop computers, tablets, Bluetooth devices, all wearable technology such as smart watches; MP3 players such as iPods, pagers, cameras and voice recorders are not permitted to be used and cannot be taken in the examination room. No one will be permitted to send or receive text messages or make or receive phone calls while the examination is in session. Simple, non-programmable calculators are permitted.
2. No papers, books, notes, or reference materials may be taken into or removed from the examination room.
3. No questions concerning content of the examination may be asked during the examination session. The candidate should read carefully the directions that are provided on screen at the beginning of the examination session.
4. Candidates are prohibited from leaving the testing room while their examination is in session, with the sole exception of going to the restroom.
5. Candidates must understand and accept the terms of the code of ethics at the end of this handbook.
6. Bulky clothing, such as sweatshirts (hoodies), jackets, coats and hats, except hats worn for religious reasons, may not be worn while taking the examination.
7. All watches and "Fitbit" type devices cannot be worn during the examination. It is suggested that these items are not brought to the test center.

SPECIAL TESTING ACCOMMODATIONS

COMPLIANCE

The Professional Animal Care Certification Council supports the intent of and complies with the Americans with Disabilities Act (ADA). The PACCC will take steps reasonably necessary to make certification accessible to persons with disabilities covered by the ADA. Appropriate and effective modification and/or auxiliary aids will be provided to persons with such disabilities unless doing so would impose an undue burden on the Council's programs or fundamentally alter the measurement of skills or knowledge that the programs are intended to test.

Special testing arrangements may be made by submitting a completed and signed Request for Special Needs Accommodations form available from www.ptcny.com or by calling (212)-356-0660. This form must be uploaded with the online application at least EIGHT weeks before the testing period begins. **Only those requests made and received on the official Request for Special Needs Accommodations Form (found at www.ptcny.com) will be reviewed. Letters from doctors and other healthcare professionals must be accompanied by the official Form and will not be accepted without the Form.**

Please notify PTC at least two weeks prior to your test appointment if you have a medical condition that necessitates that you bring a service dog, medicine, food, or beverages with you to the test center.

STATEMENT ON NON-DISCRIMINATION POLICY

The Professional Animal Care Certification Council does not discriminate against any individual on the basis of race, religion, sex, ethnic origin, national origin, age, sexual orientation, marital status, gender identity, disability or any other characteristic protected by law.

REPORT OF RESULTS

At the end of the examination, candidates will receive a printout that confirms their completion of the examination. Candidates will be notified in writing by the Professional Testing Corporation approximately four to six weeks after the close of the testing period whether they have officially passed or failed the examination. Scores on the major areas of the examination and on the total examination will also be reported. The passing score is determined by the Professional Animal Care Certification Council. Failure to receive the report of the results should be reported to the Professional Testing Corporation at (212) 356-0660.

REEXAMINATION

Candidates who do not pass the examination are eligible to re-take the examination beginning with the next regularly scheduled testing period. Candidates must file a new application and pay the fee each time they retest and must adhere to the application deadline.

AFTER PASSING THE EXAMINATION

The PACCC will send successful candidates a certificate suitable for framing. Certification pins are available for order through the PACCC website. Those who pass the examination will be added to the roster of the Professional Animal Care Certification Council as a Certified Professional Animal Care Operator. Certification is renewable every three years subsequent to the completion of 18 hours of prescribed education. Guidelines for renewal of certification will be sent upon successful completion of the examination and are available on the PACCC website, www.paccert.org.

CONFIDENTIALITY OF EXAMINATION SCORES

The PACCC will release the individual test scores ONLY to the individual candidate. Any questions concerning test results should be referred to the Professional Testing Corporation at (212) 356-0660.

ATTAINMENT OF CERTIFICATION, RENEWAL, AND RECERTIFICATION

Eligible candidates who have achieved a passing score of the PACCC Certified CPACO Examination are eligible to use the CPACO designation after their names. A database of certified CPACOs is maintained by the PACCC and may be reported in its publications and/or website.

CPACO certification is recognized for a period of three years at which time the candidate must meet the requirements in effect at that time in order to retain certification. The requirements for renewal include documented continuing education and payment of the appropriate renewal fee by the renewal deadline.

Upon failure to maintain a certified status the individual will then be classified "non-certified." Once so classified, the individual must immediately refrain from using/displaying all related CPACO Certification abbreviations on all certificates, cards, logos, pins and marketing material. Consequences for anyone claiming certification when not certified will be determined by the PACCC, pursuant to written guidelines established by the Council.

Should an individual wish to become recertified, they must retest at the highest level they had previously attained. Under no circumstances will an individual be allowed to test for a level they have not previously attained.

REVOCATION OF CERTIFICATION

Certification will be revoked for any of the following reasons:

- Falsification of an application or results report
- Misrepresentation of certification status
- Unethical conduct

The PACCC provides the appeal mechanism for challenging revocation of certification. It is the responsibility of the individual to initiate this process.

MORALS POLICY

Applicants for CPACO certification are expected to be of high moral character. Should the PACCC receive evidence that a candidate has engaged in inappropriate actions or behavior with regard to the application, testing process, or has made any false representation pertaining to his/her certification status, that individual will be subject to disqualification or such other penalty as determined by the PACCC.

CODE OF ETHICS FOR CERTIFIED CPACO

The Professional Animal Care Certification Council's Code of Ethics provides the Certified Professional Animal Care Operator Certificants/Candidates with a set of guidelines and goals to assist them in the ethical challenges of their work and elevate the level of professionalism in the pet care services industry. PACCC will apply the Code of Ethics as a set of enforceable standards by which Certificate Recipients/Candidates must agree to abide in order to obtain/retain certification by PACCC.

POLICY

A Certificate Recipient/Candidate of the PACCC affirms to abide by the following:

VALUES/CONDUCT towards: the animals in our care; colleagues/associates; customers; competitors; community; the pet industry; pet industry organizations/associations

1. To abide by the PACCC Humane Pet Care Statement and Progression in the Use of Tools to Manage Animals Statement.
2. To provide conscientious care for the animals entrusted to me, being constantly attentive to their security, safety, and well-being, and to place their welfare above all other business considerations.
3. To respect and treat fairly colleagues with honesty and integrity, respecting their legitimate pet care services goals and the autonomy of their choice, provided they conform to PACCC's and the local statutory standards of humane treatment for their pet.
4. To respect my customers by dealing with them honestly and fairly, never intentionally misrepresenting my services, and providing positive solutions for customer concerns.
5. To act with honesty, integrity and respect in dealing with the other professions/trades that operate within the pet industry, and to reflect the highest standards of professionalism upon the pet care services industry and within my local community.

6. To provide my services without discrimination on the basis of race, color, ethnicity, national origin, gender, disability, physical limitation, marital or familial status, sexual orientation, religion or political beliefs.
7. To provide truthful representations concerning my qualifications, experience, performance of services, and expected results; to provide full disclosure of any potential problems and/or conflicts of interest to clients and other professionals.

SERVICE/ACTION: to/for pets; to/for customers

1. To encourage responsible pet ownership by encouraging pet training, health and other advocacy programs.
2. To encourage responsible pet ownership and an increased public awareness and acceptance of humane and noble animal programs.
3. To keep all client information confidential.
4. To maintain and respect the confidentiality of all information obtained from clients in the course of business; to refrain from disclosure of information about clients and their pets to others without the client's explicit consent, except as required by law.
5. To keep accurate and complete records of clients, their animals, and the services provided; to ensure secure storage and, when appropriate, confidential disposal of such records.
6. To obtain written informed consent from any client prior to photographing, video or audio recording an animal in any play, handling, and/or training session. Specific written client permission shall be obtained for public or for-profit use of the photos, video or audio recordings.

EDUCATION:

1. To continue professional development as required for maintaining the PACCC credentials in accordance with the policies of the PACCC. Professional development includes, but may not be limited to, educational seminars, clubs, periodicals, and other resources provided by respected and knowledgeable leaders of the pet industry.
2. Avail myself of educational opportunities as may be established by the PACCC that meet CEU requirements.

LEGAL: Minding laws and policies of their business, the industry. Including local, state and federal/national laws.

1. To be aware of, and comply with, all applicable federal, state, and local laws of the country in which I provide my services in governing animal care and business practices, including, but not limited to, ethical standards governing professional practices, treatment of animals (including cases of neglect or abuse), licensing, identification, immunization requirements and the reporting of incidents.

VIOLATION PROCESS

The PACCC Code of Ethics must balance the ability of the Certificate Recipient/Candidate to ethically function within the pet care services profession while providing provisions for the PACCC to enforce the standards by which Certificate Recipients/Candidates have agreed to abide. The PACCC Board of Directors will use the following enforcement provisions:

Code of Ethics violations will be investigated using the timeline and procedure outlined in the PACCC Certification Compliance and Disciplinary Procedures (found at www.paccert.org). Exceptions will be for a Certificate Recipient whose certification was revoked as the result of an animal abuse/cruelty/neglect charge or felony conviction (i.e., highest criminal charge category as defined by the laws of the country in which the certified recipient resides). See PACCC Certification Compliance and Disciplinary Procedures.

A former Certificate Recipient may reapply for certification after one (1) year from the revocation date. If certification is revoked, the individual may contact the PACCC Board of Directors to request to reapply for certification. The Board of Directors will respond to the individual within thirty (30) days of receipt of the request for recertification. If approved, the individual will be eligible to take the current version of the examination during the next available testing period. No CEUs will remain valid from the recertification period wherein certification was revoked.

Former Certificate Recipients seeking recertification may only recertify for the credential that was revoked. If the individual successfully applies for recertification status and passes the current version of the examination, the individual may apply for other examinations per the current guidelines of the PACCC Candidate Handbook.

If certification is revoked and recertification is not sought, the individual is ineligible for all other PACCC examinations.

If a candidate does not pass a PACCC examination but is notified of a violation of the Code of Ethics, the individual may provide the PACCC Board of Directors with an appeal as to why the violation of the Code of Ethics should not disqualify him/her from taking the certification examination again. The Board of Directors will respond to the individual within thirty (30) days of receipt of the request for examination. If approved, the individual will be eligible to take the current version of the examination during the next available testing period.

APPEAL PROCEDURES

Appeals shall be submitted and reviewed in accordance with PACCC's Certification Compliance and Disciplinary Procedures (found at www.paccert.org).

CONTENT OF THE EXAMINATION

1. The Certification Examination for Professional Animal Care Operators is a computer-based examination composed of a maximum of 175 multiple choice, objective questions with a total testing time of 3.5 hours.
2. The content of the CPACO Examination is described in the Content Outline beginning below.
3. The questions of the Examination are obtained from individuals with expertise in animal care and are reviewed for construction, accuracy, and appropriateness by PACCC and PTC’s psychometricians.
4. PACCC, with the advice and assistance of PTC, prepares the examination.
5. The Certification Examination for Professional Animal Care Operators covers six content area and will be weighted in the following manner:

I.	Animal Care.....	10%
II.	Operations.....	10%
III.	Staff Management	20%
IV.	Business Management	20%
V.	Financial Management	20%
VI.	Customer Relations and Marketing	20%

CONTENT OUTLINE

I. ANIMAL CARE

- A. Health (including the oversight and policy creation)
 1. Administering medications
 2. First Aid/CPR
 3. Puppy/kitten related medical issues
 4. Geriatric related medical issues
 5. Owner directives (understanding the need) – how they want care provided
 6. Veterinary care (when to seek)
 7. Exercise
 8. Disease and illness in animal care industry
 9. Cleaning and disinfecting
 10. Cross contamination awareness
 11. Parasites/Zoonotic diseases – knowledge of
 - a. Detection and prevention of parasites/Zoonotic diseases
 12. Nutrition and water – monitoring intake and output and document
 13. Weather and environmental extremes
 14. Breeds – health concerns and typical behavior
 15. Mental engagement tools – enrichment (working with the pet so they are thinking)
 - a. Food puzzles
- B. Fights and bites
 1. Knowing regulations for reporting dog bites
 2. Fight protocol
 3. On leash and off leash (whether moving pets within facility or in activities) – keeping arousal low during movement of pets
 4. Spin off fights in group
 5. Staff drills and prevention practices on fights and bites

C. Documentation

1. Incident report for future reference (inappropriate behavior & injuries)
2. Group activities/group play – evaluations (social dog interactions)
3. Questions to ask of the pet parent/pre-screening questionnaire
4. Reviewing forms to gather pre-evaluation information (for special care needs)
5. Record keeping and communication regarding suitability of the dog for group activities
6. Review reports and define what benchmarks dictate change in policy

D. Profile, Play, Behavior and Temperament (including training practices and how to train staff)

1. Monitor stress of current daycare dogs (and arousal levels)
2. Red flags to not proceed with dog-dog introductions
3. Play style (wrestler, chaser, mouthy play, etc.) and which styles are compatible
4. Size, age, energy level, altered/unaltered status to determine compatibility
5. Bite inhibition assessment
6. Keeping records of dogs' personalities, play style, likes/dislikes, etc.
7. Proper management of group activities
8. Behavior management – when to seek input from Manager/trainer/behaviorist
9. Behavior observation
10. Body language of cats and dogs
11. Management methods (non-physical first)
12. Redirection of inappropriate behaviors
13. When, how, what tools (positive)
14. Keep energy levels/arousal low
15. Chase-predatory drift (not mixing sizes and ages)
16. Removing reactive dogs during high energy levels
17. Determining acceptable/nonacceptable behavior to be included in a program

E. Animal management (including setting policies and training)

1. Equipment and safety management (collars, harness, catch pro, cat gloves, etc.)
2. Loose-leash walking
3. Dog handling, engagement and interaction
4. Dog training (recall, sit, wait)
5. Quality care (how quality care differs from standard care, including how to deliver quality care in different situations)
6. Holistic toolbox (lavender, flower essences, thunder shirts, etc.)

II. OPERATIONS**A. Safety – Animal**

7. Handling
8. Leadership skills with pets
9. Dog fights
10. Bite prevention - protocols and training
11. Equipment use
12. Facility/cleaning equipment
13. Animal care equipment
14. Vaccinations/contact spread illnesses – decisions to be made
 - a. Required vaccines
15. Plan for it a pet gets sick
16. Leadership skills
17. Time management
18. Daily responsibilities of each department of animal care
19. Workflow management
20. Pet: Handler ratios

21. Square footage: Pet ratios (size of enclosures and runs)
 22. Escape prevention tools and procedures
 23. Internal communication tools and systems – More the “how” than the “what”
 24. Preventing injuries
 - a. Through proper maintenance of facility and equipment
 - b. Through design and material selection
 25. Organization systems – where tools/supplies are kept for maximum safety and efficiency (i.e. tools to break up a fight)
 26. Incident processing – evaluating, communicating
 27. Animal to animal bites
 28. Animal to human bites
 29. Quality control
 30. Facility Design
 31. Procedures and staff training
- B. Safety – Facility
1. Chemical Usage
 - a. HAZCOM – Employee right to know what chemicals they will be required to work with as well as the knowledge and tools to work safely with the chemicals
 - b. Personnel Protective Equipment (PPE)
 - c. Labeling and Safety Data Sheets (SDS)
 - d. Chemical storage and inspections
 2. Knowledge of safety requirements
 - a. Annual safety training
 - b. Pathogen control (washing hands, clean up, etc.)
 - c. Emergency protocols
 - d. Quarantine protocols
 - e. Ventilation controls/air quality – understanding how to remove airborne pathogens
 - f. Owner/manager duties and responsibilities
 - g. Job hazard analysis
 - h. Accident investigations
 - i. Conducting first aid and CPR training
 - j. Review and establishment of emergency procedures
- C. Escape
1. Prevention
 2. Owner notification
 3. Plan for recovery
 4. Notification of authorities/lost pet resources
 5. Establish plan for recovery
- D. Death
1. Owner directive on file for older pets
 2. Confirmation with vet, necropsy, and plan for body storage/cremation
- E. Extreme Weather & Disaster Preparedness
1. Establishment of evacuation plan
 2. Establishment of technological emergency plan
 3. Knowledge of the location of and use of emergency supplies
 4. Establishment of utility outage plan
 5. Staffing plans and procedures – (i.e., procedures to follow if staff are unable to make it in)
 6. Communication with owners/authorities/emergency services
 7. Establishing a plan to house in place – building lockdown
 8. Ensuring back-up systems are in place

- F. Disaster preparedness: fire, chemical spill, etc.
 - 1. Fire department/emergency services involvement
 - 2. Emergency supplies
 - 3. Phone tree - notification

III. STAFF MANAGEMENT

- A. Human Resources
 - 1. Communication
 - 2. Cohesive work environment
 - 3. Documentation of disciplinary actions
 - 4. Scheduling
 - 5. Performance Evaluations
 - 6. Hiring Process
 - 7. Sexual Harassment Prevention
- B. Staff Training
 - 1. Communicate and train staff in providing and complying with company client relation standards
 - 2. Training staff to handle difficult situations and team communications
 - 3. Other staff training
 - 4. Sharing company culture, vision, and values to staff
- C. Staff call-in procedure and policy
- D. Teamwork
 - 1. Team building & creating high performing teams
- E. Working in company culture and work environment
- F. Setting expectations for company culture & work environment
- G. Monitoring employee satisfaction

IV. BUSINESS MANAGEMENT

- A. Strategic Planning
 - 1. Documentation (SOPs)
 - 2. Annual planning
 - 3. Code of ethics
 - 4. Leadership
 - 5. Regulatory Compliance & Insurance
 - a. Property
 - b. People (i.e., Worker's comp, liability)
 - c. Business
 - 6. Exit strategy
 - 7. Future improvements/expansions
 - 8. Business plans
- B. Stewardship
 - 1. Community Role
 - 2. Charity
 - 3. Public Education
 - 4. Professional Relationships
 - a. Veterinarians
 - b. Local rescues/shelters
 - c. Local pet trainers/training companies/behaviorists
 - d. Pet supply stores/companies
 - e. Local competitors
 - f. Professional associations
 - g. Non-profit organizations

V. FINANCIAL MANAGEMENT

- A. Establishment of financial management systems to secure assets and prevent loss
- B. Payroll/labor hours
- C. Labor hours vs. sales evaluation
- D. Superior care ratio of pets under care and staff needed
- E. Budgeting
 - 1. Seasonality
- F. Cost management
 - 1. Supplies and vendors
 - 2. Fixed expenses
 - 3. Pricing for profit
- G. Revenue categories within business (i.e., profitability by service)
- H. Establishment and use of timely financial reports
 - 1. Profit and loss balance sheet and cash flow
 - 2. Key performance indicators (i.e., occupancy, revenue per night, pet nights)
- I. Cash flow forecasting

VI. CUSTOMER RELATIONS & MARKETING

- A. Marketing
 - 1. Target market
 - 2. Social media – proactive vs. reactive & how to approach each when responding to reviews and comments
 - 3. Internal marketing
 - 4. External marketing
 - 5. Marketing uniqueness of business/services (i.e., service niche, investment in education and training for safe, quality care)
 - 6. Ethics – include not disparage other animal care providers or other types of animal care providers
 - 7. Referral and incentive programs
- B. Customer Service
 - 1. Establishing standards in client relations and customer service
 - 2. Monitoring customer service
 - 3. Problem and complaint resolution
- C. Educating clients on reasons for policies and procedures that ensure animal safety and high care standards
- D. Transparent and open client communication regarding
 - 1. Operations (i.e., tours, priority of pet safety, & quality care)
 - 2. Animal behavior
 - 3. Experiences during care (i.e., report card, incident reports)
 - 4. Instances of communicable disease cases

CPACO STUDY GUIDE MAP

You may prepare for the CPACO Examination using study resources available from various outside sources including the internet. The study map below lists the subject matter of the examination content along with some study resources. The Study Guide Map connects available resources to individual sections of the examination. Use of this listing does not constitute an endorsement concerning these sources and does not imply a guarantee that their use will ensure candidates are successful in passing the CPACO written examination.

PREPARING FOR THE EXAMINATION

PACCC examinations are designed to cover the knowledge and skills to be most effective in professional animal care. Below are ideas to help you prepare:

1. Read the entire content outline as the exam will include items for every area and may include questions on the subcategories.
2. Study from one or all of the recommended references or other resources. See Resource Listing below.
3. Take the practice examination on the PTC website: www.ptcny.com/clients/paccc (additional fee).
4. Prior to driving to the examination location, study a map and/or directions so you aren't rushing to get to the location. Get plenty of rest the night before.

CERTIFIED PROFESSIONAL ANIMAL CARE OPERATOR (CPACO) EXAM PREPARATION RESOURCE LISTING

Resources listed will aid candidates in their study and preparation to take the Operator exam. Each candidate needs to review the Content Outline in the Exam handbook that details knowledge areas within the headings required and self-assess areas to pursue further study. The list is a guide only and is not intended to reflect that any or all of the resources listed are required study to pass the exam. Resource Listing can be found at this link: <https://paccert.org/resources/cpaco>