Certified Association Executive (CAE™)

Overview Of The Job Analysis Study
& CAE Exam Outline Development

The CAE Commission is pleased to announce the completion of a methodical and comprehensive investigation into the skills required for successful association management and the current role of the chief staff executive. This important study, conducted from 2008 to 2009, reveals the ever-increasing scope of association management, and highlights the multi-faceted expertise required to lead an association. The bullet points below present an overview of the fundamental purpose of the CAE program and the job analysis project, as well as information on the next steps for the CAE program.

Purpose of The Certified Association Executive (CAE) Program

- Elevate professional standards
- Enhance individual development and performance
- Designate those who demonstrate the knowledge essential to the practice of association management

Purpose of The Job Analysis Project

- To collect input from a wide range of association professionals and chief staff executives on the work that they do
- To document what knowledge is seen as essential to successful association management, including the changes and expansion of that knowledge in recent years
- To provide statistically valid data on which to base the CAE exam outline

Purpose of The Exam Content Outline

- To guide question development for the CAE exam by the item-writing committee and the exam committee
- To provide direction to those seeking the CAE on the breadth of knowledge and skills covered on the exam
- To delineate the skills and knowledge that education program developers, authors, and other experts should address in professional development for the association industry

Overview of The Job Analysis Project and Exam Content Outline Development

- The CAE Exam Content Outline is:
  - Updated approximately every five years. The last update was with the Job Analysis study in 2004.
  - Conducted over 12 months with the assistance of a volunteer committee of CAE leaders, and the support of a nationally recognized psychometric firm, Knapp & Associates International, Inc.

Next Steps in The Job Analysis Project and Exam Content Outline

- The CAE Commission and a group of subject matter experts are working to update the Authoritative Literature list to identify recommended readings and resources for each of the skills covered in the new Exam Content Outline. The recommendations will be released by 2010.
- The new exam content outline and test specifications will take effect starting with the May 7, 2010 CAE exam.

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Domains and Subdomains of the 2010 CAE Exam Content Outline

**Domain 1: Organizational Management (14-16%)**
A. General Management
B. Branding and Positioning
C. Financial Management
D. Globalization
E. Strategic Planning and Thinking

**Domain 2: Leadership (14-16%)**
A. General Leadership
B. Ethics
C. Diversity
D. Interpersonal Skills and Group Facilitation
E. Negotiating

**Domain 3: Administration (14-16%)**
A. Human Resources
B. Technology
C. Legal and Risk Management
D. Facilities Management
E. Vendor/Supplier Management
F. Business Planning

**Domain 4: Knowledge Management & Research (4-6%)**
A. Knowledge Management System
B. Research, Evaluation, and Statistics

**Domain 5: Governance and Structure (9-11%)**
A. Governance
B. Volunteer Leadership Development
C. Component Relations

**Domain 6: Public Policy, Government Relations, and Coalition Building (6-8%)**
A. Public Policy
B. Government Relations
C. Coalition Building

**Domain 7: Membership Development (10-12%)**
A. Member Relations
B. Membership Recruitment and Retention
C. Ethics Program
D. Standard-Setting Programs

**Domain 8: Programs, Products, and Services (12-14%)**
A. Development of Programs, Products and Services
B. Fundraising, Sponsorships, and Development Programs
C. Meeting and Events
D. Certification, Accreditation, and Licensure
E. Affinity Programs
F. Professional Development Programs and Delivery Systems

**Domain 9: Marketing, Public Relations, and Communications (8-10%)**
A. Marketing
B. Public Relations Programs
C. Publications, Media, and Messages

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