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## **GUIDANCE DOCUMENT FOR CWA 1000:2025**

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## Foreword

### Introduction

- 1 Scope
- 2 Normative references
- 3 Non-normative references
- 4 Terms and definitions

All of these sections provide information related to the standard and its purpose. These sections are non-auditible and will not be cited as part of a nonconformity.

### Additional Information Related to the Standard, Guidance Document, and Assessments

#### “Shall” – “Should” – “May” – “Can”

We have adopted the following definitions for the purposes of the standard (similar to the International Organization for Standardization – ISO):

- “shall” indicates a requirement;
- “should” indicates a recommendation of how something might be accomplished. There is an expectation of fulfillment, but what is listed in the standard may not be the only way or ways to accomplish it.
- “may” indicates a permission;
- “can” indicates a possibility or a capability.

A “NOTE” is used for clarification.

#### Types of Assessments

- *Abbreviated Desktop Assessment (ADA)* – This is an assessment that is done off-site, and only selected sections of the standard are reviewed. Various types of evidence may be requested along with answers to questions. The initial questions will be written, but follow-up questions may be asked via telephone or videoconferencing.
- *Full Desktop Assessment (FDA)* – This is similar to the ADA, but all sections of the standard are reviewed off-site. Various types of evidence may be requested along with answers to questions. The initial questions will be written, but follow-up questions may be asked via telephone or videoconferencing.
- *On-Site Assessment (OSA)* – All sections of the standard are reviewed at the facility or facilities. Various types of evidence are reviewed on-site.

#### Types of Evidence

- *Documents and Records* – These types of evidence are reviewed for two primary purposes. First, to see if they sufficiently cover the specific requirement. Second, to see if the business is following their procedures. (applies to ADA, FDA, OSA).
- *Inspection (visual)* – This type of evidence usually involves some sort of tactile activity, such as looking at an enclosure for sharp edges.
- *Interviews* – This type of evidence comes in the form of verbal answers to questions. (applies to ADA and FDA in follow-up questions where applicable, and OSA).
- *Observation* – This type of evidence is watching how something is done and comparing it to how it should be done.



### Individual Dog Trainer (no employees) and Organizations

Individual dog trainers and dog training organizations are both expected to meet the requirements of the CWA 1000:2025 standard, although the how and extent will usually vary. Whenever the term “business” or “dog training business” is used, it can refer to an individual or an organization.

Example: *Dog training businesses shall maintain a safe environment for dogs, staff, clients, and the public. This includes: ...first aid supplies (7.6 Safety and Security).* An individual dog trainer working out of the home with only board and train clients would probably have one first aid kit to fulfill the requirement. An organization with multiple training areas with a building or possible multiple buildings, would probably have a first aid kit for each of those areas.

### Subcontractors and Employees

For the purposes of the standard, subcontractors are not employees. Subcontractors may do work (performing a dog training activity) that that could or is normally performed by the business, but:

- the subcontractor’s schedule is not controlled by the business.
- the subcontractor maintains accounting and finance independent of the business and may have its own business name.
- the subcontractor does not generally receive benefits (e.g., insurance, pension plans, paid vacation, sick days, and disability insurance) and is hired on a project-by-project basis.

### Procedures and Policies

Within the context of this standard, wherever “procedure” or “policy” occurs, these do not need to be documented unless the text specifically states it. For example, “written procedure” or “documented policy” mandates that it is done in writing.

NOTE: Where there are multiple employees performing the same task, they are expected to do it the same way, when instructions have been given verbally. The same would hold true for a company policy that is not written. Over time, the process can change either intentionally or unintentionally.

### Nonconformity Resolution – Tier Status

To move to the next tier, all nonconformities need to be resolved. There are two ways this can be accomplished:

- 1) Immediately initiate a corrective action and resolve the nonconformity. This is possible when the nonconformity is not complex and the assessment is on-site. For instance, if the emergency veterinary care location is not posted, simply post the information and inform the employees.



- 2) When the assessment has completed a full review (ARB review complete with all discussion closed), you will have 30 days to close any nonconformances by supplying evidence of completion.

#### Nonconformity Examples

The examples of nonconformities are provided for informational and educational purposes only. Although the example may apply to your business, there is a possibility that it does not. Always evaluate your business system against the requirements of the standard, not against anything in this guidance document.

**IT IS YOUR PREROGATIVE NOT TO CLOSE ANY NONCONFORMITIES. If this is the case, the business will remain or be moved to Tier 0 (a directory listing only indicating no assessment).**



## 5 Business Operations

### 5.1 Business Scope and Services

#### Summary of the clause – The Bottom Line

The intent of this clause is to ensure that the business has thought through their scope, clients, and responsibilities so dogs, clients, and staff are protected.

The Assessor may gather evidence from the following:

**Documents and Records** – Look at a description on the website or client documentation, or any other relevant written source.

**Inspection (visual)** – NA.

**Interviews** – Discussion with the business owner.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** The scope of services on the website includes service dog task training, but the business has not trained any service dogs. There are no trainers in the business qualified to train service dogs, nor are there any agreements with qualified subcontractors.

### 5.2 Licensing, Legal Requirements, and Ethics

#### 5.2.1 General requirement

#### Summary of the clause – The Bottom Line

Dog training businesses are expected to follow all laws that are applicable, whether those are local, state, regional, or national.

The Assessor may gather evidence from the following:

**Documents and Records** – Web searches for the applicable laws for the business location, comparing those to actual practice by the business. For example, is there a copy of the business license required by the city, county or state?

**Inspection (visual)** – Example: If laws require, are there minimum space requirements (dimensions) in kennels/crates?

**Interviews** – Discussion with the business owner; discussion with government officials.

**Observation** – Example: Are there more dogs on the property than allowed? (There is overlap with 5.2.4)

**NONCONFORMITY EXAMPLE:** There is a county requirement that dogs boarded for a fee have a kennel license. The business has not obtained a kennel license.



### 5.2.2 Professional Conduct and Ethics

#### Summary of the clause – The Bottom Line

Businesses need to act in ways that protect the well-being of both dogs and people by performing work responsibly, honestly, and with care for everyone involved.

The Assessor may gather evidence from the following:

**Documents and Records** – Look at descriptions on the website or client documentation, or any other relevant written source.

**Inspection (visual)** – NA.

**Interviews** – Determine if there are any specific codes of ethics or professional standards subscribed to by the business and verify that they are followed.

**Observation** – Interactions with clients or potential clients.

**NONCONFORMITY EXAMPLE:** The APDT code of ethics states: *4.1 Shall be respectful of colleagues and other professionals and shall not condemn the character of their professional acts, nor engage in public commentary, including commentary in public presentations, written media or on websites, internet discussion forums, or social media, that is disrespectful, derisive, or inflammatory. This includes cyberbullying, that is, the use of electronic media for deliberate, repeated, and hostile behavior against colleagues.* A trainer in the business (and member of APDT) was found to condemn the character of another trainer on a regular basis in Facebook posts.

### 5.2.3 Health, Safety, and Workplace Compliance

#### Summary of the clause – The Bottom Line

The focus is on preventing injuries and managing risks in whatever setting training takes place, whether that is a facility, a client's home, or a public space.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing incident reports, and other records where applicable.

**Inspection (visual)** – Walking through a training area and looking for trip or slip hazards.

**Interviews** – Talking to the business owner and staff about workplace safety.

**Observation** – Watching a training session for potentially unsafe situations related to the trainer, dog, or client.

**NONCONFORMITY EXAMPLE:** An extension cord was observed crossing the training area (without a cover or gaffer tape), posing a potential trip hazard.



### 5.2.4 Licensing of Specialized Services

#### Summary of the clause – The Bottom Line

This clause is similar to 5.2 Licensing, Legal Requirements, and Ethics, but the license covers requirements that are unique – specific to dog training. For example, a kennel license may be required in addition to a business license.

The Assessor may gather evidence from the following:

**Documents and Records** – Web searches for the applicable laws for the business location, comparing those to actual practice by the business. Where applicable, are records available to demonstrate proper licensing?

**Inspection (visual)** – Example: Exceeds maximum number of dogs allowed?

**Interviews** – Discussion with the business owner; discuss with government officials.

**Observation** – Example: The law states, “*A Kennel Operator must have a valid Kennel Permit for each location within the City at which animals are kept or maintained as part of the operation of the Kennel. The Permit shall be on display at all times and easily visible to members of the public.*” The assessor would look for a kennel license at each location (for multi-site), and that they were on display.

**NONCONFORMITY EXAMPLE:** See 5.2.

### 5.2.5 Legal Knowledge Requirements

#### Summary of the clause – The Bottom Line

The first step in having your business compliant with local, county, regional, and state laws is knowing what those laws are. It is the business's responsibility to stay up to date on the laws that apply.

The Assessor may gather evidence from the following:

**Documents and Records** – NA.

**Inspection (visual)** – NA.

**Interviews** – Discussion with the business owner about the applicable laws.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** The business owner was unaware of the requirement to maintain individual dog licenses for dogs under the business' care. (From Massachusetts Chapter 213, “AN ACT TO INCREASE KENNEL SAFETY, AKA OLLIE'S LAW”).



## 5.3 Insurance

### 5.3.1 General requirement

#### Summary of the clause – The Bottom Line

The business is required to maintain insurance commensurate with the scope of activities and the size of the business.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing insurance policies or certificates of insurance.

**Inspection (visual)** – NA.

**Interviews** – Discussion with the business owner about the types of insurance used and the extent of coverage.

**Observation** – NA.

#### Additional Considerations

For the purposes of the CWA standard, it is expected to protect your clients, your business, and the dogs in your care. The coverage only needs to match the size and type of your services, so small home-based trainers are not expected to buy large, expensive policies. Think of it as a way to manage risk and show professionalism—it is voluntary, scaled to your operation, and helps build trust with clients.

Some areas require general liability insurance for kennels, boarding facilities, or other pet services. In addition:

**Bonding Requirements:** Some local jurisdictions require a surety bond for pet-sitting or dog-walking licenses. This bond acts as a legal guarantee that the business will follow local rules and can cover theft or dishonest acts by employees.

**Park & Public Property Permits:** Cities often require dog walkers or trainers to provide a Certificate of Insurance (COI), typically with \$1 million in liability, to hold classes or walk dogs in public parks.

**NONCONFORMITY EXAMPLE:** The business does not maintain any insurance coverage.

### 5.3.2 Types of coverage

#### Summary of the clause – The Bottom Line

Serious consideration should be given to the types of coverage required for the dog training business. The intent is to manage financial risk for both the business and clients by aligning insurance coverage with real-world training activities.



The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing insurance policies or certificates of insurance.

**Inspection (visual)** – NA.

**Interviews** – Discussion with the business owner about the types of insurance used and the extent of coverage.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** The business does not maintain care, custody, and control insurance coverage even though board and train programs and boarding are offered.

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### 5.3.3 Responsibility for coverage

Summary of the clause – The Bottom Line

The responsibility for adequate coverage resides with the business owner, whether that is one person or an organization with employees, run by one owner or two or more co-owners. If subcontractors are used, the business owner may provide insurance or shall verify existing coverage is equivalent to that of the business.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing insurance policies or certificates of insurance.

**Inspection (visual)** – NA.

**Interviews** – Discussion with the business owner about the coverage.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** The liability insurance maintained by the business does not cover employees.

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### 5.3.4 Proof of Coverage

Summary of the clause – The Bottom Line

Businesses will not allow the insurance coverage to lapse and should have documentation readily available for review.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing insurance policies or certificates of insurance.

**Inspection (visual)** – NA.

**Interviews** – Discussion with the business owner about the coverage.

**Observation** – NA.



**NONCONFORMITY EXAMPLE:** Current proof of insurance could not be provided. There was no policy or certificate of insurance.

## 5.4 Contract Activities

### 5.4.1 General Requirement

#### Summary of the clause – The Bottom Line

Written contracts are required for each dog training client, although the depth of the contract will vary depending on the services to be provided. The expectation is that the contract documents will clearly delineate all aspects of what is to be done, responsibilities, and any limitations.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing contract documents have different scopes of training.

**Inspection (visual)** – NA.

**Interviews** – Discussion with the business owner or other responsible individuals about the contents of the contracts.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** Although the business has contracts for the services offered, it was found that not all contracts were signed.

### 5.4.2 Client Information and Disclosure

#### Summary of the clause – The Bottom Line

In contracts and any other related documents, provide clients (or potential clients) with all relevant information about the services they will receive. Full disclosure and transparency are the keys.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing contracts and other documents for the specific information listed in 5.4.2.

**Inspection (visual)** – NA.

**Interviews** – Discussion with the business owner or other responsible individuals about the contents of the contracts.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** The type and extent of insurance coverage is not disclosed in the contract or other documents.



### 5.4.3 Training and Behavior Plans

#### Summary of the clause – The Bottom Line

Written training plans are required. The training plan may be included as part of the contract document(s) or it may be a separate document. At a minimum, the plans should include all the items listed in 5.4.3, but there may be other important factors to include as well.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing contracts (if the training plan is part of the contract) or training plan documents for the specific information listed in 5.4.2.

**Inspection (visual)** – NA.

**Interviews** – Discussion with the business owner or other responsible individuals about the contents of the training plans. Discussion with trainers (if not the sole owner of the business) about the execution of the training plan and changes made during the training.

**Observation** – Watch the trainer and dog interaction and how closely the activity follows the training plan. Changes to the plan made during the training will be documented.

**NONCONFORMITY EXAMPLE:** There is no evidence that training plans are monitored during the training process and at the end to determine if the approach should change or if goals have been met.

### 5.4.4 Conflicts of Interest

#### Summary of the clause – The Bottom Line

As part of the contract or other documentation, the business should disclose any actual or potential conflicts of interest. In addition to disclosure, there should be a plan to mitigate such conflicts with mutual agreement between the client and the business.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing contracts or other records for conflicts of interest.

**Inspection (visual)** – NA.

**Interviews** – Discussion with the business owner or other responsible individuals about potential conflicts.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** The dog trainer recommends products (food, training tool, etc.) for which a commission is received, but no disclosure was made to clients.



#### 5.4.5 Informed Consent and Waivers

##### Summary of the clause – The Bottom Line

The purpose of this clause is to get written permission from the client about activities in which the client and dog will participate. For instance, a common practice is videotaping or photographing. Information about the other dogs that will be in the facility or home should be disclosed as well.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing contracts or other records that contain information about informed consent. Veterinary records may also be checked against what was provided to clients, if clients request those records.

**Inspection (visual)** – NA.

**Interviews** – Discussion with the business owner or other responsible individuals about informed consent and waivers.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** Videotaping of a client dog takes place and is used to show progress to the client. The videotape is also used for social media and website posting, but contracts or other documentation do not secure client consent.

#### 5.4.6 Contract communications

##### Summary of the clause – The Bottom Line

Communication to the client should be easily understandable, both verbally and in writing. Clear communication extends from the beginning of the contract, through changes to the contract or training plan, to the final hand-off or lesson.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing client feedback forms or internet reviews.

**Inspection (visual)** – NA.

**Interviews** – Discussion with the business owner or other responsible individuals about the communications process for the business.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** The trainer had not communicated with the client in a week, when the contract stated that updates would be provided at a frequency of not less than two times per week.



#### 5.4.7 Client Confidentiality

##### Summary of the clause – The Bottom Line

Dog training businesses are not to release any client or potential client information in any form with these exceptions: written permission has been given, there is a legal order to release information, there is an immediate risk of harm. Anyone with access to the client or potential client information is responsible for maintaining confidentiality.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing client feedback forms or internet reviews.

**Inspection (visual)** – Comparing videos of clients/client dogs released to the public (for example, on the business's website) to the client file. Written permission should be available.

**Interviews** – Discussion with employees about client confidentiality.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** A behavioral problem regarding a client's dog was the subject of a blog post. The dog's name, the owner's name, and photos of the dog were used in the article. Permission to share any of this information was not obtained from the client.

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#### 5.4.8 Termination of services

##### Summary of the clause – The Bottom Line

The contract or contract-related documents need to include the conditions under which services can be terminated. These include training related (program is complete, the dog is not benefitting), there is some level of risk/hazard in continuing, or client related (client request, unethical demands, lack of follow-through on responsibilities).

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing contract/contract-related documents and checking for each of the termination points listed in the clause.

**Inspection (visual)** – NA.

**Interviews** – NA.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** The trainer terminated services due to an upcoming vacation. The contract documentation did not include this reason for termination of services.

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#### 5.5 Leadership, Responsibility, and Accountability

##### Summary of the clause – The Bottom Line

This clause emphasizes that owner(s) or management executives(s) of a dog training business



are ultimately responsible for the welfare of the dogs and the ethical standards of the organization. Animal welfare and cruelty prevention is defined in a written policy, authorized by the dog training business leadership.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing the animal welfare and cruelty prevention policy – does the policy include all relevant aspects of this standard? Reviewing records of training on the policy.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about their understanding of the policy.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** The business does not maintain an animal welfare and cruelty prevention policy.

## 5.6 Roles and Responsibilities

Summary of the clause – The Bottom Line

A simple document or documents for single trainer businesses, outlining responsibilities is expected. In larger organizations, typically job descriptions are written.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing the documents that state responsibilities.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about their understanding of their individual responsibilities. This would also be coordinated with observation.

**Observation** – Observing activities to determine if employees are acting within the scope of their responsibilities. This would also be coordinated with interviews.

**NONCONFORMITY EXAMPLE:** Responsibility for the animal welfare and cruelty prevention policy is not identified in any documentation.

## 5.7 Planning for Welfare and Safety

Summary of the clause – The Bottom Line

The dog training business needs to assess risks related to animal welfare, develop strategies to mitigate the risks, and implement measures to limit those risks. One of those measures is a written emergency procedure.



The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing the animal welfare and cruelty prevention policy – does the emergency procedure include all relevant aspects of 5.7? Reviewing records of training on the emergency procedure.

**Inspection (visual)** – If the measures include physical controls, inspecting those controls for proper implementation.

**Interviews** – Discussion with employees about their responsibility in case of an emergency. Do they understand what needs to be done?

**Observation** – NA, unless the emergency procedure needs to be carried out during an on-site audit.

**NONCONFORMITY EXAMPLE:** The business does not maintain any written emergency procedures.

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## 5.8 Communication

Summary of the clause – The Bottom Line

It is important that the dog training business establish clear and effective communication in three primary areas: within the organization, to clients, and to the public. Reducing the possibility of miscommunication, which leads to misunderstanding, strengthens the business.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing website information, client reviews, contracts, etc., and anywhere written communication from one party to another occurs.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about the effectiveness of communication within the business. Do they have a clear understanding of roles and tasks?

**Observation** – Informal. There may be times when communication between people may be observed.

**NONCONFORMITY EXAMPLE:** Employees were not aware of a change to a cleaning procedure that had taken place. A new solution was required but the old solution continued to be used.

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## 5.9 Resources

Summary of the clause – The Bottom Line

The dog training business is to provide all the necessary resources for animal welfare, ensuring that services can be delivered safely, professionally, and consistently.



The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing digital systems for storage and maintenance of electronic files. Are files readily retrievable? Are there back-up systems for electronic data?

**Inspection (visual)** – Looking at equipment for wear or damage. Example: Are leashes worn to the point of potential failure?

**Interviews** – Discussion with employees about the adequacy of resources provided by the business.

**Observation** – Viewing facilities for adequacy. Example: Is fencing in state of disrepair?

**NONCONFORMITY EXAMPLE:** A cleaning schedule was not performed at the required frequency because an employee was on vacation. There was no advanced planning for the absence.

## 5.10 Objectives

Summary of the clause – The Bottom Line

Objectives need to be established with a focus on animal care and welfare. These objectives may include other areas of the business as well. Employees should be aware of the objectives and progress should be tracked.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing the objectives in whatever written form they exist, then moving into inspection, interviews, and observation, where applicable.

**Inspection (visual)** – Possible, if any objective implementation can be evaluated with inspection.

**Interviews** – Discussion with employees about objectives, especially if any objective relates directly to their responsibilities.

**Observation** – Possible, if any objective implementation can be evaluated with observation.

## 5.11 Non-Discrimination

Summary of the clause – The Bottom Line

This clause emphasizes that the business is not allowed to discriminate against specific classes of people, as listed in the standard.



The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing any document or record.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about any area of the standard.

**Observation** – NA.

NOTE: Any problems found regarding 5.11 will be a result of investigating the other clauses of the standard. The assessor will not actively seek incidents of non-discrimination.

---

## **5.12 Professionalism**

Summary of the clause – The Bottom Line

The purpose of this clause is to make sure that the dog training industry in general, and dog training businesses specifically, are presented and seen as exceptional models of how to conduct business.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing any document or record.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about any area of the standard.

**Observation** – NA.

NOTE: Any problems found regarding 5.12 will be a result of investigating the other clauses of the standard to determine if the requirements of this clause are met.

---

### **5.12.1 Conduct**

Summary of the clause – The Bottom Line

This clause describes both actions for trainers and businesses to do and not to do. DO: Be honest, fair, professional, and represent yourself truthfully. DO NOT: Exaggerate qualifications, or be disrespectful, derisive, inflammatory, or engage in cyberbullying, defamation or commentary that harms someone's reputation.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing any document, record, social media post, or response to clients.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about any area of the standard .

**Observation** – NA.



NOTE: Any problems found regarding 5.12.1 will be a result of investigating the other clauses of the standard to determine if the requirements of this clause are met.

### 5.12.2 Upholding the profession

#### Summary of the clause – The Bottom Line

This clause is similar in expectations to 5.12.1 but specifically deals with how the public perceives the dog training industry from your words and actions. All of the “Do’s” and “Don’ts” from 5.12.1 apply here. The difference is that the expectation deals only with public facing interactions.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing any document, record, social media post, or response to clients.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about any area of the standard.

**Observation** – NA.

NOTE: Any problems found regarding 5.12.2 will be a result of investigating the other clauses of the standard to determine if the requirements of this clause are met.

### 5.13 Advertising

#### Summary of the clause – The Bottom Line

When advertising, in any form, the advertisement needs to accurately reflect the capabilities of the business. “Capabilities of the business” includes any aspect of the business that may or may not be covered by this standard.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing any document, record, social media post, website, flyers, or anything related to advertising.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees who are responsible for advertising, if not the owner of the business.

**Observation** – NA.

**NONCONFORMITY EXAMPLE 1:** A business advertisement states that there are 5 acres of property when there is 1 acre.

**NONCONFORMITY EXAMPLE 2:** A business advertisement states that the trainer has experience training diabetic alert dogs, when only an on-line course has been taken.



## 5.14 Guarantees

### Summary of the clause – The Bottom Line

Advertising should not offer a guarantee of outcomes, and the reasons why guarantees cannot be made are explained.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing any document, record, contract, social media post, website, flyers, or otherwise related to guarantees.

**Inspection (visual)** – NA.

**Interviews** – NA.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** The business website states that aggression problems will be completely eliminated with their specialized board and train program.

## 6 Personnel

### 6.1 Education, Experience, and Competency

#### Summary of the clause – The Bottom Line

Education, experience and competency are the cornerstones of having personnel who are effective at maintaining animal safety and welfare as a top priority.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing resumes, training records, or other documented evidence of education, experience, and competency.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about their education, experience, and competencies.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** A subcontractor was hired to teach nosework basics to a dog owned by a new client for the business. The subcontractor had never actually taught nosework basics but stated that a 3-minute video was watched a year ago.

#### 6.1.1 Qualifications

##### Summary of the clause – The Bottom Line

Education, skills development, and experience all contribute to the dog trainer's ability to perform specific training tasks. Putting them into practice safely and effectively is demonstrated with competency (6.1.4).



The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing resumes, training records, or other documented evidence of education, experience, and skills.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about their education, experience, and skills.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** A subcontractor was hired to teach nosework basics to a dog owned by a new client for the business. The subcontractor had never actually taught nosework basics but stated that a 3-minute video was watched a year ago.

---

#### 6.1.2 Candidate Trainers (trainers in training)

Summary of the clause – The Bottom Line

There needs to be a process/system in place to ensure that trainers who have not acquired all the necessary education, skills, and experience with demonstrated competency, are not allowed to train on their own without supervision. This training is to be documented and extends to subcontractors. Even if a trainer with many years of experience is hired, the “trainer in training” process still applies, as the business’s training protocols will be new to the trainer. In this case, the duration of the training would most likely be of shorter duration.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing training records for trainers in training.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about their training at the business.

**Observation** – Watch trainers in training, if applicable.

**NONCONFORMITY EXAMPLE:** Although the trainer had gone through formal education and a mentoring process, a competency assessment was not performed for the training task assigned.

---

#### 6.1.3 Scope of Practice

Summary of the clause – The Bottom Line

This clause is divided into two components. First, the business needs to make sure that every trainer is fully qualified for the specific training task. Second, within their scope, each trainer should be able to adequately assess a training situation and determine the best course of action.



The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing training records or resumes of trainers as part of the observation.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about their qualifications.

**Observation** – Watch trainers in training scenarios with client dogs and compare the methodologies to qualifications.

**NONCONFORMITY EXAMPLE:** The trainer recommended medications and/or CBD for an anxiety problem without having any formal education or training in veterinary care.

---

#### 6.1.4 Competency Assessment

Summary of the clause – The Bottom Line

From the Department of Energy: A *Competency* is a measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully. The Competency assessment is a measurement system to see if the pattern of knowledge, skills, behaviors take into account animal welfare and safety, and in total, translate into successful work performance.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing competency assessment records and consumer feedback.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about their competency assessments.

**Observation** – Watch a competency assessment, if available.

**NONCONFORMITY EXAMPLE:** The business does not perform competency assessments and there was no evidence that a program for competency assessments exists.

---

#### 6.1.5 Knowledge and Skills

Summary of the clause – The Bottom Line

Dog trainers should have familiarity with each of the knowledge and skill areas listed. The extent of this familiarity will vary with each area. There may be a high degree of understanding in one area but not another.



The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing training records.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about their knowledge and skills.

**Observation** – Watch a training session and compare observations to the knowledge and skill areas found in 6.1.5, as applicable.

**NONCONFORMITY EXAMPLE:** When asked about possible signs of stress that a dog may exhibit, the trainer was unable to name any.

---

#### 6.1.6 Continuing Education

Summary of the clause – The Bottom Line

Continuing education is an important part of any dog training business. The type and content of the education activities can cover a wide variety of subjects, and continuing education helps to improve both individuals and the business.

NOTE: Certifications usually have a required number of Continuing Education Units (CEU) to be taken in order to maintain the certification.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing training records.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about their continuing education activities.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** The business has no minimum requirements for continuing education.

---

#### 6.1.7 Professional Development

Summary of the clause – The Bottom Line

Professional development is an umbrella term that includes continuing education. But it extends beyond the more formal nature of continuing education. For example, attending professional society meetings, volunteering for a committee, giving a talk, or attending a meet-up with other dog trainers would all be examples of professional development.



The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing records of attendance or similar.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about their professional development activities.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** Trainers do not participate in any type of professional development activities, and it is not required by the business.

---

## 7 Operational Requirements

### 7.1 General

Summary of the clause – The Bottom Line

This is a general statement that outlines how the business should operate, keeping the welfare of the dogs and client satisfaction the two primary goals. Meeting the requirements of this standard is how those goals can be achieved.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing procedures that address animal welfare and safety, and associated records. Reviewing client feedback.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about animal welfare and safety, and how they meet client expectations.

**Observation** – Watching training sessions and comparing to procedural requirements.

---

### 7.2 Client Engagement

Summary of the clause – The Bottom Line

This clause can be summarized with two words – client communication. The communication may be verbal or written or both, and the business should focus on clarity and transparency. Problems can arise because of miscommunication or lack of disclosure. (See also 5.8 and 5.12)



The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing documents that contain communication to the client. This might include letters, emails, notes, or texts.

**Inspection (visual)** – NA.

**Interviews** – Discussing with employees their communication style when writing or talking to clients.

**Observation** – Watching training sessions and evaluating how the trainer communicates to the client.

**NONCONFORMITY EXAMPLE:** The contract clearly spells out the client's responsibilities, but there is no mention of business/trainer responsibilities.

---

### 7.3 Training Methods and Tools

Summary of the clause – The Bottom Line

Methods and tools are an important part of the dog training business, and controls should be in place to ensure animal welfare and consistency in their application from trainer to trainer.

There is no prohibition against the use of any method or tool if there is no animal cruelty (see 4.1 Animal Cruelty for definitions). As with other sections of the standard, full disclosure of tools and methods must be made to the client.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing documents that contain instructions on how to use the tools and how to employ methods. This can include manufacturer's instructions, i.e. operations manuals. Reviewing training records for tools and methods.

**Inspection (visual)** – Looking at the tools used for wear and proper function.

**Interviews** – Discussion with employees about the use of tools and the associated methods.

**Observation** – Watching training sessions and comparing methods/tool use to instructions.

**NONCONFORMITY EXAMPLE:** While observing a training session, the assessor noticed that a prong collar was being used without a back-up collar.

---

### 7.4 Subcontractors

Summary of the clause – The Bottom Line

Subcontractors are hired to perform the same dog training function as the dog training business, but the business does not have the specific skills, or internal resources may not be available. Subcontractors are expected to meet the same animal care and welfare practices of the business.



The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing records of subcontractors.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about the use of any subcontractors.

**Observation** – Watching training sessions of subcontractors for consistency with the dog training business' procedures, or subcontractor procedures.

**NONCONFORMITY EXAMPLE:** A subcontractor was hired to teach nosework basics to a dog owned by a new client for the business. The subcontractor had never actually taught nosework basics but stated that a 3-minute video was watched a year ago.

---

## 7.5 Suppliers

Summary of the clause – The Bottom Line

This section applies to suppliers who provide products or services that may impact animal welfare or safety. Not everything purchased will require the controls outlined, so the business will need to determine which goods /services apply and which do not.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing records of supplier agreements or purchases of goods and services. Reviewing records of problems related to purchased goods and services.

**Inspection (visual)** – For purchased goods, looking at lot codes (e.g. dog food) or other identifying features.

**Interviews** – Discussion with employees about purchases made by the company.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** The business purchases a particular brand of dog food as an option for client's dogs during board and train programs. There is no evidence of how that brand selection was made or any ongoing evaluation of the food quality.

---

## 7.6 Safety and Security

Summary of the clause – The Bottom Line

This section describes a comprehensive approach to safety and security (SS). It primarily covers the welfare of dogs but also extends to employees and clients, at the business or in public. There is SS for emergencies – first aid and fires. There is physical SS – fencing, gates, kennels, vehicles, chemical storage and access. There is monitoring for SS – alarms, cameras, environmental. And there is public SS.



**The Assessor may gather evidence from the following:**

**Documents and Records** – Reviewing training records for proper usage of all safety and security systems.

**Inspection (visual)** – Functioning security systems (including fire), physical controls, and availability of first aid kits.

**Interviews** – Discussion with employees about their role in safety and security, and consistency of application between employees.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** Although there are smoke detectors in the area where dogs are boarded, the smoke detectors are non-functional (the batteries were missing).

## 7.7 Transportation of animals

**Summary of the clause – The Bottom Line**

This clause specifies the conditions under which dogs are transported. It is broken down into three areas: physical conditions, welfare during travel, and emergency procedures.

NOTE: Secure and confined relates to the type of containment as well as the means by which the containment is fastened to the vehicle.

**The Assessor may gather evidence from the following:**

**Documents and Records** – Reviewing procedures and training records related to transportation of dogs.

**Inspection (visual)** – Looking at vehicles used to transport dogs, and the containment systems.

**Interviews** – Discussion with employees about proper methods of transport.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** Dogs are not secured by any means while being transported in vehicles.

## 7.8 Collaboration with other professionals

**Summary of the clause – The Bottom Line**

This clause emphasizes the need for professional collaboration when uncertain about a situation, behavior, medical condition, or specific nutritional options\*.

\*Responding to a question about “What dog food is good?” or “What food do you feed your dog?” is different than telling someone, “Feed your dog brand x or supplement y and your dog’s condition will improve.” The former is a statement of opinion or preference; the latter is a diagnosis. A diagnosis is only allowed if the person has had formal training, which is why collaboration can be very beneficial for the dog and the client.



The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing individual dog files for evidence of collaboration requests.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about any referrals that may have taken place.

**Observation** – Watching training sessions to see if there are unresolved problems that cannot be remedied by the trainer or someone else within the business.

**NONCONFORMITY EXAMPLE:** The dog trainer recommended trazodone for a client dog's anxiety, but has no training, expertise, or qualifications in veterinary care.

## 8 Animal Care and Welfare

### 8.1 General

Summary of the clause – The Bottom Line

This section provides an overview of what is expected of the business regarding animal care and welfare. The business must have an animal welfare and cruelty prevention policy (however named) that guides all members of the business and those associated (i.e. subcontractors) in the proper handling and care of dogs. A recommended practice for policy content is to include the concepts from Sections 8 and 9.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing the animal welfare and cruelty prevention policy and procedures related to animal welfare.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about their knowledge of the animal welfare and cruelty prevention policy and how they apply it in their work.

**Observation** – Watching training sessions for any deviations from the animal welfare and cruelty prevention policy or welfare procedures.

**NONCONFORMITY EXAMPLE:** The business does not have an animal welfare and cruelty prevention policy.

### 8.2 Space and Environment

Summary of the clause – The Bottom Line

Space and environment deals with the physical conditions under which the dog is kept. In cases where dogs are not kept on the business premises (i.e. board and train program), this clause would not apply.



**The Assessor may gather evidence from the following:**

**Documents and Records** – Reviewing the animal welfare and cruelty prevention policy along with procedures related to animal welfare.

**Inspection (visual)** – Checking environmental monitoring systems for function, adequate space for dogs to rest, the general surroundings, and storage of chemicals.

**Interviews** – Discussion with employees if there are questions during the inspection.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** Upon inspection of the crates used for housing dogs, several of the crates had broken or detached wire which creates a cut hazard.

### **8.3 Exercise and Training Limits**

**Summary of the clause – The Bottom Line**

Trainers should be mindful of the mental and physical state of the dog being trained and should be able to recognize signs that the training (at that time) should be paused or stopped.

**The Assessor may gather evidence from the following:**

**Documents and Records** – Reviewing notes from training sessions.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about training sessions where they needed to pause or stop, and the subsequent decisions about modifying the training plan or other actions.

**Observation** – Watching training sessions to see if dogs are approaching their individual limits, and the trainer's response to the event.

**NONCONFORMITY EXAMPLE:** Midway through a training session, the dog in training lay down and fell asleep while the trainer and client were talking. When the session resumed, the dog was lethargic, but the trainer insisted that the dog continue. The dog was not able to perform basic tasks that it had previously mastered.

### **8.4 Feeding, Water, Medications, and Supplements**

**Summary of the clause – The Bottom Line**

These are the most basic requirements to be met when a dog is under the trainer's care. Food, and medications/supplements are to be provided at times or frequencies per the client's instructions. Water should be available throughout the day. If any illness or potential illness is observed, training should be postponed until the illness is resolved.

NOTE: In the case of illness, an incident report (8.7) should be initiated and the client notified.



The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing files for schedules related to this section and comparing to the actual practice (see Interviews, as well).

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about schedules related to this section.

**Observation** – Evaluating the condition of the dogs under the trainer's care.

**NONCONFORMITY EXAMPLE:** The intake documentation indicated that a client dog was to be fed two times per day. The trainer in charge was feeding the dog once per day.

---

## **8.5 Cleaning, Sanitizing, and Disinfecting (abbreviated CSD)**

Summary of the clause – The Bottom Line

The main purpose of this clause is that areas are kept clean and hygienic, maintaining a healthy environment and minimizing the risk of illness or contamination. “Cleaning” is typically done on a daily or more frequent basis and includes actions like sweeping, vacuuming, or using a simple soap and water combination. “Sanitizing” reduces bacteria to safe levels, while “disinfecting” will kill bacteria and viruses.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing procedures, schedules and records that CSD was performed.

**Inspection (visual)** – Looking for evidence of unattended feces, urine, or other biologic matter. Looking at labels and material safety data sheets of materials used for CSD and comparing to the stated uses by the business.

**Interviews** – Discussion with employees about how they perform CSD.

**Observation** – Watching the process of CSD.

**NONCONFORMITY EXAMPLE:** There were no records of sanitizing even though the assessor observed these activities being performed.

---

## **8.6 Emergency and Veterinary Care**

Summary of the clause – The Bottom Line

The business needs to be prepared for medical emergencies, whether those are minor events that can be handled with simple first aid or major events that require the attention of a veterinarian. A veterinarian or veterinarians should be identified for emergency care and employees should have access to the contact information.

NOTE 1: Emergency veterinary contact information may be posted for ease of access.

NOTE 2: Consideration should be given to having employees trained in pet first aid and CPR.



The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing emergency procedures and any records of dogs requiring first aid or veterinary attention.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about past emergency care situations.

**Observation** – Watching the process of emergency or veterinary care, if it occurs while the auditor is onsite.

**NONCONFORMITY EXAMPLE:** There were no first aid kits available at any location at the business.

---

## 8.7 Incident Reporting

Summary of the clause – The Bottom Line

Incident reporting is a key aspect of maintaining dog welfare, client transparency, and continuous improvement in safety practices. Individual incidents may be analyzed along with histories which may reveal trends. The incident report may also be connected to the corrective action process (10.6).

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing incident reporting procedures and records.

**Inspection (visual)** – An inspection may be appropriate if the incident report is related to a facility-related problem.

**Interviews** – Discussion with employees about incidents or incident reports with which they may have been involved.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** A procedure for incident reporting has not been written, and incidents are not recorded.

---

## 8.8 Rodent and Pest Control

Summary of the clause – The Bottom Line

Besides rats and mice, these are some other pests that might be found in dog kennel areas: fleas, ticks, mites, mosquitos, flies, cockroaches, ants, spiders. Preventive measures should be taken to reduce the likelihood of a pest infestation, including regular maintenance of vegetation on the property.



The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing records of pest control activity.

**Inspection (visual)** – Looking at the property (inside and outside) for pest problems.

**Interviews** – Discussion with employees about whether they have seen any evidence of pests on the property.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** Rodent droppings were observed near a file cabinet in the training area.

---

### **8.9 Neglect and Prohibited Practices**

Summary of the clause – The Bottom Line

This clause summarizes the practices which are not allowed based on information found in previous sections. This is not intended to be an exhaustive list, but each directly impacts animal welfare and care.

The Assessor may gather evidence from the following:

**Documents and Records** – See previous sections.

**Inspection (visual)** – See previous sections.

**Interviews** – See previous sections.

**Observation** – See previous sections.

---

## **9 Cruelty Prevention**

### **9.1 General**

Summary of the clause – The Bottom Line

This is a general statement that summarizes the approach that business should take related to cruelty prevention.

The Assessor may gather evidence from the following:

**Documents and Records** – See 9.2 – 9.5.

**Inspection (visual)** – See 9.2 – 9.5.

**Interviews** – See 9.2 – 9.5.

**Observation** – See 9.2 – 9.5.



## 9.2 Legal and Ethical Standing

### Summary of the clause – The Bottom Line

This section addresses the character and integrity of individuals working at the business and subcontractors working for the business, specifically those handling dogs. A conviction of abuse/cruelty related to animals or people is a disqualifier, with background checks being the primary means for obtaining the information. Full investigations need to be completed about individuals suspected of cruelty before they can return to handling/training dogs.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing records of background checks.

**Inspection (visual)** – NA.

**Interviews** – NA.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** Background verifications of employees are not performed.

## 9.3 Policy on Humane Conduct

### Summary of the clause – The Bottom Line

This section requires every dog training business to have a formal, written policy that promotes humane treatment of animals and ethical conduct by staff.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing the animal welfare and cruelty prevention policy.

Checking local laws for required animal cruelty reporting.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about their understanding of the policy and how it applies to their jobs.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** Although there was an animal welfare and cruelty prevention policy, employees interviewed were not aware of it.

## 9.4 Humane use of tools and methods

### Summary of the clause – The Bottom Line

This clause establishes the groundwork for the proper use of tools and methods. Regardless of the tool, safeguards such as procedures, training, competency, and equipment inspection are key to fulfilling this requirement.



The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing the procedures related to the proper use of tools. Reviewing training records on those procedures.

**Inspection (visual)** – Looking at the condition of tools used in the business.

**Interviews** – Discussion with employees about how they use the training tools and the associated methods.

**Observation** – If a training session is observed, compare actual practice to the procedures for tools and methods.

**NONCONFORMITY EXAMPLE:** The procedure for the use of e-collars was not consistently performed. Some employees were following the procedure as written, but other employees were skipping steps, adding steps, or changing the instructions.

---

## 9.5 Accountability and Consequences

### Summary of the clause – The Bottom Line

This clause establishes clear expectations for accountability when cruelty or serious misconduct occurs. It also requires businesses to formally record the events from beginning to end.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing the records of abuse/cruelty within the business. Reviewing the incident report procedure – acts of cruelty within scope of procedure.

**Inspection (visual)** – NA.

**Interviews** – Inquiring how employees would handle these types of situations.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** An incident of animal cruelty was confirmed within the business and an employee terminated, but local authorities were not informed.

---

## 10 Performance Evaluation and Improvement

### 10.1 Monitoring and Measurement

#### Summary of the clause – The Bottom Line

The main purpose of this section is for the business to determine the methods by which key goals can be measured. Measuring the progress of goals will produce one of two outcomes: (1) the goal is being achieved, so continue the same course, or (2) improvement needs to be made to achieve the goal.



The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing the monitoring/measurement system and the specific goals established by the business.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about how they help to achieve the business goals.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** The business has not established key aspects of their operations to measure.

---

## **10.2 Training Effectiveness**

10.2.1 Success indicators

10.2.2 Frequency of assessment

10.2.3 Adjustments to the training program

Summary of these clauses – The Bottom Line

The determination of training effectiveness is accomplished by selecting success indicators, determining how frequently to look at those indicators, and deciding when to act if actual performance does not at least meet the planned expectations.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing the training notes, any associated data analysis, and changes implemented as a result. Client communications – forms, emails, etc.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about the documents and records review.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** Although the business teaches basic commands, there are no effectiveness measures associated with those goals. For instance, there is no duration, distance, or distraction requirement to be measured for sit or down.

---

## **10.3 Client Feedback**

Summary of the clause – The Bottom Line:

An important part of any dog training business is collecting and analyzing client feedback, both positive and negative. The feedback should be used as a means of improving the business.



The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing individual feedback responses from clients as well as the data analysis for the feedback. Google reviews and Facebook comments may also be used.

**Inspection (visual)** – NA.

**Interviews** – Discussion with employees about how they capture client feedback that is provided verbally.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** The business keeps track of positive comments from clients but does not log or track negative comments.

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#### 10.4 Internal Review

Summary of the clause – The Bottom Line:

The intent of the internal review is to make sure that system established remains the same over time, or changes have been appropriately vetted and implemented. “Periodically” is defined by the business but is typically not less than once per year.

NOTE 1: The sole proprietor would set up a schedule that would be suitable for their business. For example, they could review a couple of sections each week and before the end of the year the review would be complete. Some of the sections might take minutes or seconds to review... Insurance 5.3, 5.3.1, 5.3.2, 5.3.3, 5.3.4 Is my insurance still active? Does it cover the right things? Can I find my certificate and/or policy? A simple checklist would suffice for any frequency of review.

NOTE 2: The internal review is a check to see if the business is following the CWA 1000:20xx standard.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing the internal review documentation and any resulting corrective actions.

**Inspection (visual)** – NA.

**Interviews** – Discussion with the business owner about the details of the internal reviews.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** The internal review was incomplete. Contract documentation does not include Section 5.4.8 Termination of Services, and it was discovered that this section is not included in the internal review process.



## 10.5 Management Review

### Summary of the clause – The Bottom Line:

The management review is an analysis of how the business is performing operationally. The management review is a higher-level look at business results, resulting in action plans to stay on track. “Regular intervals” is defined by the business but is typically not less than once per year.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing the management review documentation and any resulting changes to the business system.

**Inspection (visual)** – NA.

**Interviews** – Discussion with the business owner about the details of the management reviews.

**Observation** – NA.

**NONCONFORMITY EXAMPLE:** The management review stated that improvements needed to be made in communication to clients. There is no evidence of the required changes or that any progress has been made.

## 10.6 Corrective Actions

### Summary of the clause – The Bottom Line:

Corrective actions may result from incident reports, client complaints, internal reviews, management reviews, or any other source that identifies a problem. The seriousness of the problem should be considered, as not every problem will require a formal corrective action as outlined in this section. The bullet points laid out in this section constitute a basic format for the required procedure.

**NOTE 1 – Corrective Action *Not Required* Example:** There is a hole in the fencing, and a client dog was putting his paw through the hole. There was no injury to the dog and a simple fence repair will prevent the possibility of injury to the dog.

**NOTE 2 – Corrective Action *Required* Example:** The same scenario as above, but the dog is injured and requires first aid treatment. An incident report would be generated, which would require a corrective action because of the nature of the problem (dog was injured). The corrective action would go beyond the simple fence repair to include inspection of the remaining fence and repairs wherever the same problem existed.

The Assessor may gather evidence from the following:

**Documents and Records** – Reviewing the corrective actions procedure and documentation, and the resolution to specific problems.

**Inspection (visual)** – NA.

**Interviews** – Discussion with the business owner about the details of any corrective actions.

**Observation** – NA.



**NONCONFORMITY EXAMPLE:** The management review stated that improvements needed to be made in communication to clients. The management review notes stated that a corrective action request would be initiated, but it was not.

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## 10.7 Continual Improvement

Summary of the clause – The Bottom Line:

This clause requires dog training businesses to actively pursue improvements in selected areas of operation, based on need, importance, etc. Improvements may be initiated from internal reviews, management reviews, or client input, but may also come from other sources such as meetings or informal discussions.

The Assessor may gather evidence from the following:

**Documents and Records** – NA.

**Inspection (visual)** – NA.

**Interviews** – Discussion with the business owner about the improvements that have been made to the business.

**Observation** – NA.

If the business has functioning internal reviews and management reviews, improvements will naturally flow out of these activities.

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## 11 Policies, procedures, and records

### 11.1 Policies and procedures

Summary of the clause – The Bottom Line:

These are the written policies and procedures each dog training business is expected to have.

What an Assessor Will Look For:

An assessor will determine if each policy/procedure is in place and that personnel have been adequately trained.

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### 11.2 Records

Summary of the clause – The Bottom Line:

These are the records that each dog training business is expected to have.

What an Assessor Will Look For:

An assessor will look to see if the records are available and meet the requirements of 11.2.1.

#### 11.2.1 Record quality and retention

See CWA 1000:2025 for specific record control requirements.

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