

Teamworks Dog Training[®], LLC



Staff Handbook 2017-2018

Changes noted in highlighted color and are effective as of the revision date listed below.
Please pay close attention to other highlighted sections.

TABLE OF CONTENTS

<i>Topic</i>	<i>Page</i>
Welcome	3
Philosophy	4
Short Course on Positive Reinforcement & Clicker Training	5-6
Guidelines for Assistants	7-10
Teaching Guidelines	11-15
Staff Policies & Responsibilities	16-23
House Rules	16
Safe Lifting	17
Basic First Aid	18-19
Weather Safety	19
Criminal Activity Plan	20
Dangerous Dogs	21
Building Security	21
Injuries	21
Profanity, Concealed Weapons, Smoking, Alcohol	21
Training Equipment	21
Non-Discrimination	22
Staff Appearance	22
Rescheduling a Class	22
Distribution of Printed Material	22
Benefit Eligibility	22
Retail Sales	22
Class Rosters & Time Cards	23
Evaluations	23
Paychecks	23
Changes in Class Schedule / Substitute Teachers	23
Customer Complaints	24
Publicity	24
Employee Handbook Updates	24
Policy Violations	24
Compensation & Benefits	25-27
Forms	28
Rewards Form	28-29
TW Accident / Incident Report Form	30
TW Equipment Damage Form	31
Signature of Acceptance of Policies	32

TEAMWORKS DOG TRAINING
EMPLOYEE HANDBOOK

WELCOME to INSTRUCTORS

Welcome to the Teamworks Dog Training Team. As a member of our staff, you play an important role in helping people and their dogs learn to communicate better with each other – fostering teamwork, understanding and mutual trust. It is our mission at Teamworks Dog Training to teach handlers to train their dogs using humane methods and to help them understand dog behavior. Our “psychology over might” and “willingness over force” philosophy is what sets us apart. It is of the utmost importance that we maintain this high standard in our teaching methods and practices.

You have been selected to join our team not only because of your expertise in a particular area of dog training, but also because of your ability to work with and teach people. It is no secret that dog-training classes are really designed to teach people, not dogs. We pride ourselves on having a staff with courteous, professional behavior, reflective of a genuine interest in helping *people* learn about their dogs. While the love of dogs is what draws us to dog training, it is the desire to help people that draws us to teach. And, while it’s the understanding of dog behavior that makes us great dog trainers; it’s the ability to pass this information along to other people that makes us great instructors.

Believing that the finer details of dog training philosophy can be as diverse as personal views on religion, we welcome unique teaching styles and approaches as long as they are in harmony with the basic Teamworks Philosophy. We also recognize and advocate that there is not “one method” that works to train every dog. We believe in the “toolbox” approach – which different strategies work better for different dogs because very different things can motivate different dogs. We also pride ourselves in having modern methodologies being taught by instructors who are continuously seeking to improve techniques, rather than stagnating in the “one way to do things” mindset, so common in the dog training world.

We hope that you will become a proud and contributing member of our team and take seriously the responsibility for maintaining the high standards of training that Teamworks has set forth. We hope this manual will provide you with a reference for some of the details of employment at Teamworks Dog Training.

Sincerely,

Michele Godlevski,
Owner and Founder,
Teamworks Dog Training, LLC

Teamworks Training Philosophy

“Violence begins where knowledge ends”

At Teamworks, we feel very strongly that a successful relationship is created between dog and human by building trust and mutual understanding. We believe in and use humane training methods that enhance the communication between handler and dog. We teach our classes using positive-reinforcement-based training and encourage the use of humane "people empowering" techniques in our classes. We do not use or tolerate inhumane punishment-based methods, as we feel that this type of punishment breaks down the relationship between dog and handler and in itself, escalates aggression. We subscribe to and agree with the humane training standards set forth by the National Association of Dog Obedience Instructors and the Association of Pet Dog Trainers.

SHORT COURSE: POSITIVE REINFORCEMENT & CLICKER TRAINING

Highly recommended text: *How Dogs Learn*. Dr. Mary Burch and Dr. Jon Bailey. 1999.
The following are excerpts from that book and from other training resources...

WHAT IS POSITIVE REINFORCEMENT?

The terms below are often misused. These are the “scientific” definitions of the terms, in which “positive” means adding and “negative” means taking away. “Reinforcement” means making a behavior stronger and “punishment” means making a behavior weaker.

Term	Definition	Characteristics	Example
POSITIVE REINFORCEMENT	<ul style="list-style-type: none"> ■ Adding something to strengthen a behavior. ■ <i>“I will work for that”</i> 	<ul style="list-style-type: none"> ■ Is not coercive ■ You encourage dog to perform and reward with something pleasant 	Dog sits, you give him a treat.
NEGATIVE REINFORCEMENT	<ul style="list-style-type: none"> ■ Taking away something to strengthen a behavior. ■ <i>“Escape feels good”</i> 	<ul style="list-style-type: none"> ■ Is not the same as punishment ■ Remove something unpleasant when dog performs behavior you want. 	As dog lags in a heel, tension is applied on collar, when dog catches up, tension is released. (Not an example used at TW)
POSITIVE PUNISHMENT	<ul style="list-style-type: none"> ■ Presenting an aversive stimulus to stop a behavior. ■ <i>“Hey, I didn’t like that”</i> 	<ul style="list-style-type: none"> ■ Many times is fear-producing ■ Dogs may generalize fear to something not intended 	Call dog to come, when he doesn’t you pop the lead. (Not an example used at TW)
NEGATIVE PUNISHMENT	<ul style="list-style-type: none"> ■ Taking away the opportunity for a rewarding consequence in order to stop a behavior. ■ <i>“Hey, I wanted that!”</i> 	<ul style="list-style-type: none"> ■ You must be able to control the reinforcement. ■ The reinforcer must be strong and very desirable at the time. 	Dog asked to sit bursts toward the door as you open it. You close the door and don’t open it until he stays & waits for a release.

WHAT IS CLICKER TRAINING?

Clicker training is one application of conditioned reinforcement. The clicker is a neutral stimulus until it is paired with a primary reinforcer -- something the dog wants, like food. Eventually, the sound of the click means, “Good job – you earned a reward”. Verbal praise can be used in the same way, as long as the word used is consistent in sound, pitch, and timing.

Term	Definition	Example
PRIMARY REINFORCER	Something that the animal naturally wants that when paired with a behavior will cause that behavior to be more likely to occur again.	<ul style="list-style-type: none"> ■ Food ■ Toys ■ Play
CONDITIONED REINFORCER	A previously neutral stimulus that functions as a reinforcer after it is paired a number of times with primary reinforcer.	<ul style="list-style-type: none"> ■ Clicker ■ Verbal praise ■ Motion of person reaching for a treat ■ Target plate

TEAMWORKS DOG TRAINING
EMPLOYEE HANDBOOK

OTHER TERMS AND EXAMPLES

Term	Definition	Characteristics	Example
EXTINCTION	Occurs when a behavior that has been previously reinforced is no longer reinforced, so that eventually the dog stops doing the behavior.	<ul style="list-style-type: none"> ■ Takes patience and consistence ■ Sometimes gets worse before it gets better ■ Sometimes new, undesired behaviors appear ■ Have to be sure nothing in the environment is reinforcing the dog ■ Have to be sure dog is not really trying to communicate something dire. 	<ul style="list-style-type: none"> ■ Dog who jumps up on people stops getting any attention for the jumping behavior. Dog only gets attention for sitting nicely. Eventually, the jumping behavior stops. ■ Puppy who cries in crate at night and owners give in and let him out of it. Owners decided to stop giving in. It got worse before it got better, but eventually the pup learned to sleep in his crate without crying.
LURING	Using a primary reinforcer to guide dog into a behavior.	<ul style="list-style-type: none"> ■ Dog may take longer to realize what he is doing to get the reward since the reward is so prominent. ■ Unless it is faded quickly, dog may become lure-dependent (food needs to be there in order to perform the behavior). 	<ul style="list-style-type: none"> ■ Handler puts treats at the bottom of the a-frame. Dog learns to look & smell for treats. When the treats are taken away, the dog no longer stops on the contact.
TARGETING	Pairing a neutral object with a primary reinforcer, and then using that object to guide the dog into or to a position.	<ul style="list-style-type: none"> ■ Must be visually appealing and prominent to the dog. ■ Must take into account dog's limited color vision. ■ Still must be faded, but transfers to a neutral object readily. 	<ul style="list-style-type: none"> ■ Handler teaches dog to touch a contact by pairing a target plate with the contact zone. Handler fades target and transfers conditioned reinforcement to contact zone.
COUNTER CONDITIONING	Pairing something reinforcing with something the dog sees as aversive.	<ul style="list-style-type: none"> ■ Reinforcer must be strong. ■ Stimulus shouldn't be so strong that dog shuts down. 	<ul style="list-style-type: none"> ■ Dog is afraid of motion under his feet on the teeter. Dog is given food every time the teeter (at a minimum ht.) moves
VARIABLE REINFORCE - MENT	Varying the schedule on which a dog is reinforced.	<ul style="list-style-type: none"> ■ To be effective, should be "consistently inconsistent". 	<ul style="list-style-type: none"> ■ Dog is asked to do several behaviors before being reinforced. Number varies each time. ■ Dog is asked to stay for differing amts. of time.
JACK-POTTING	Giving the dog a large, unexpected quantity or type of reinforcer.	<ul style="list-style-type: none"> ■ Should be <i>random</i> to be most effective. ■ But can be used to reward excellence. 	<ul style="list-style-type: none"> ■ Dog gives you the fastest recall ever. You give him four treats instead of one.

TEAMWORKS DOG TRAINING
EMPLOYEE HANDBOOK

GUIDELINES for ASSISTANTS

Instructors are eligible to assist for classes and events. The instructor guidelines still apply, in addition to, but not superceded by the Assistant Guidelines.(i.e. Responsibilities and benefits of an assistant apply, but privileges of an instructor also still apply.)

Requirements for becoming a test/event assistant

- You or a family member of yours has taken a Teamworks class.
- You have approval from the owner of Teamworks Dog Training to become a test assistant.
- You have signed a Teamworks Dog Training class waiver.
- You agree with our training philosophy and understand that we do not use physical punishment at Teamworks Dog Training.
- You understand that your role as a test assistant is to help the instructor in administering the CGC or Therapy Dog test in the manner in which the instructor chooses, and in a manner in which you are comfortable with.
- You understand that your role as a test assistant is not to offer training advice and you should defer all training questions to the instructor of the class.
- You understand that these tests should be administered as consistently and fairly as possible, and that we do not show favoritism or discriminate by dog breed, or people race, gender, religion, lifestyle preference or other affiliation.
- You are willing to commit to assisting tests at least twice a month.

Benefits of becoming a test assistant

- After you assist tests for two months you will receive a Teamworks T-shirt.
- You are welcome to come to Teamworks Staff Meetings and continuing education programs.
- Every hour you assist can be reimbursed for \$10 worth of Teamworks classes, rentals, course of the week, or show & gos using a reimbursement voucher. Every hour you assist can be reimbursed for \$5 worth of private lessons with a Teamworks Instructor. In order to claim your Teamworks hours, you must fill in the exact days and hours on the online application.
- It is each volunteer's responsibility to keep track of their own volunteer hours.

GUIDELINES for ASSISTANTS

Test Assistant Responsibilities

Therapy Dog Tests

- Arrive at least fifteen minutes before test starts
- Review Therapy Dog volunteer orientation packet
- Become familiar with the Therapy Dog Skills Test and Aptitude Tests
- Be observant of testing teams and give feedback to evaluator
- Please wear your Teamworks T-shirt, if possible

CGC Tests

- Arrive at least fifteen minutes before test starts
- Review CGC Evaluator's Guidelines
- Become familiar with the CGC Test; help is needed with Walking Through a Crowd, Reaction to a Neutral Dog, and Handler Out of Sight exercises
- Be observant of testing teams and give feedback to evaluator
- Please wear your Teamworks T-shirt, if possible

Agility Show & Gos

- Try to arrive at least one half hour before show begins to help set up
- Assist as needed, staying until the last runs are through
- You may claim your volunteer hours the day of the show and use the hours to pay for runs for your dog, but you must fill out a reimbursement form to document the hours.
- Please wear your Teamworks T-shirt, if possible

GUIDELINES for ASSISTANTS

Requirements for becoming a class assistant

- You have personally taken at least two Teamworks Dog Training classes. You should have already taken the class you are assisting in at least once -or- have the instructor's recommendation to assist the class.
- You have a personal recommendation from a Teamworks Dog Training instructor and approval from the owner of Teamworks Dog Training to become a class assistant.
- You agree with our training philosophy and understand that we do not use physical punishment at Teamworks Dog Training.
- You have reviewed the class homework and understand the theory behind it.
- **As an assistant for Teamworks, you may not engage in any outside dog training activities for monetary compensation. Outside dog training activities (like pet sitting) that are covered by a personal liability insurance policy can be submitted for consideration for approval to Michele.**
- You understand and agree that your role as a class assistant is to help the instructor in the manner in which the instructor chooses and in which you are comfortable doing.
- You understand and agree that attention given to students in a class should be distributed as fairly as possible, and that we do not show favoritism or discriminate by dog breed, or people race, gender, religion, lifestyle preference or other affiliation.
- You respect the instructor's role in the classroom and act in a manner that supports the instructor's teaching style, making a conscious effort not to contradict the instructor or the written homework.
- You do not offer advice to students without consulting the instructor as to what advice is appropriate to give and what questions should be re-directed to the instructor.
- You are willing to commit to assisting all classes in a session, and willing to coordinate with the instructor for classes you will not be able to assist.

Benefits of becoming a class assistant

- If you don't already have a Teamworks T-shirt, you will receive one.
- You are encouraged to come and actively participate in Teamworks Staff Meetings and continuing education programs.
- Every hour you assist can be reimbursed for \$10 worth of Teamworks classes, rentals, show & gos or course of the week or \$5 worth of private lessons with a Teamworks Instructor, using a reimbursement voucher. Vouchers may only be used for Teamworks events and are not valid for seminars or events sponsored by clubs or other organizations.
- In order to claim your Teamworks hours, you must fill in the exact days and hours on the online application.
- It is each volunteer's responsibility to keep track of their own volunteer hours.

GUIDELINES for ASSISTANTS

Class Assistant Responsibilities

First Class of the Evening

- Try to arrive at least one half hour before class and help instructor set up class room
- Assist students as needed
- Sell supplies (charging tax and writing receipts)
- Collect nametags before students leave
- Please wear your Teamworks T-shirt, if possible

Middle Class(es)

- Try to arrive at least 15 minutes before class begins to help set up
- Assist students as needed
- Sell supplies (collecting inventory sticker, charging tax and writing receipts)
- Collect nametags before students leave
- Please wear your Teamworks T-shirt, if possible

Last Class of the Evening

- Plan to stay at least one half hour after class to help clean up. You will need to vacuum the floor and empty the trash.
- Assist students as needed.
- Sell supplies (collecting inventory sticker, charging tax and writing receipts)
- Collect nametags before students leave
- Please wear your Teamworks T-shirt, if possible

TEACHING GUIDELINES for INSTRUCTORS

Every instructor has their own style and way of building rapport with students. These guidelines are not meant to change your style, only to enhance your effectiveness as a teacher.

1. IN GENERAL:

- Be consistent.
- Know your material well.
- Practice your presentation.
- Be open to feedback.
- Have several “tools” in your toolbox (ideas for solving a problem) and be shopping for new ones that accomplish the same thing in a positive way.
- Tell me, I’ll forget. Show me, I’ll remember. Involve me, I’ll understand.
- Have empathy, understanding, and a sense of humor.

2. BE ON TIME:

- Get there at least 30 minutes early to set up and prepare for class.
- Start on time, finish on time.
- Utilize your assistant to help you accomplish your goals in the time allotted.
- Attempt to accommodate late students (in cases of extenuating circumstances) with the help of your assistant, but don’t reinforce recurrent lateness in your students.

3. EDITH:

- Explain
- Demonstrate
- Instruct
- Teach
- Help

4. EARLY & FREQUENT SUCCESS:

- Students need to feel like they’ve accomplished something. Point out a success – no matter how small.
- Make sure your lessons are set up in small enough stepwise increments so that the majority of students can achieve success.
- Break things down into smaller increments or take smaller steps if you need to for each dog or each class.

5. EQUAL TIME:

- Try to distribute your attention equally to each student’s needs and questions.
- If one student has special needs or lengthy questions, ask that student to stay after class or have your class assistant work with them.

6. INDIVIDUAL FOCUS:

- Learn your students' names (not just their dog's names!) and greet them at the start of each class.
- Try to establish eye contact with each student during a class.
- Don't keep your back turned to one part of the class, move around the room.
- **PLEASE TURN YOUR MOBILE PHONE OFF DURING CLASSES AND DO NOT TEXT DURING YOUR CLASS. We expect the students' attention so please give them your full attention.**

7. INDIVIDUAL RECOGNITION:

- Every likes to hear what they've done well.
- Try to point out at least one good thing that a student has accomplished or at least one nice thing about their dog per class.
- Never underestimate the power of saying something nice to somebody.

8. EQUAL TIME:

- Try to distribute your attention equally to each student's needs and questions.
- If one student has special needs or lengthy questions, ask that student to stay after class or have your class assistant work with them.

9. PROVIDING EXAMPLES:

- Avoid using direct references from experiences with your own dogs. This grows old fast and the student will lose identity and buy-in. Instead of saying "well, with my dog...", you can say "in my experience training dogs..." or "in my experience teaching classes...", and you will keep the student tuned in. You will also sound much more experienced as an instructor.
- Only use your own dog sparingly – to show the finished product and as a visual at orientation.
- Avoid using names of students or their dogs from other classes as examples.

10. BE A GOOD LISTENER:

- People are more likely to listen to you if you listen to them first.
- Delay evaluation until you have listened to all the facts.
- Ask questions that bring out more facts.
- Keep an open mind, even if you don't agree with what the person is saying.
- If possible, help the person put all of the information together to come to his or her own conclusions before giving advice.
- Don't preface your advice with personal experiences (see above) – remember, you want to convey that you were listening to them, not thinking of your own dog.

11. PROVIDING FEEDBACK:

- Focus on the action or behavior, rather than the person or the dog.
- Don't mix your emotions with your feedback.
- Can be given to the entire group so that one person is not singled out.
- Can be given in a positive way – clarify what they should be trying to do rather than tell them what they're doing wrong. Try not to use "don't" or "wrong".
- Don't jump to conclusions or look for hidden agendas.

While its fine to say things like:	Try not to say things like:
"Your dog will understand what you want more clearly if you say your command only one time and then give the dog feedback on his response"	"You are repeating your commands over and over"
"Your dog really responds nicely to you when you praise him. Try to catch him looking at you and reward him for it."	"You're not praising him for his attention"
"Its natural for us to want to pet our dogs, but you may want to be sure you only pet her when she's doing something you <u>want</u> her to do so that you reinforce the behavior you want"	"Petting her while she's barking is not a good idea"
"I can see you're a little frustrated because your dog isn't responding quickly. I think your dog will respond faster if we try backing up a step here to make sure he really understands what he's supposed to do."	"Don't yell at the dog for not responding to you"

12. DON'T GIVE FEEDBACK WHEN:

- The purpose is not to improve a skill or change a behavior.
- You don't know much about the context of the behavior.
- The feedback will not benefit the actual person receiving it.
- The behavior is something the person truly cannot change.
- The person appears to have a low self-esteem.
- The circumstance is inappropriate and possibly embarrassing.

TEAMWORKS DOG TRAINING
EMPLOYEE HANDBOOK

13. ALL DOGS REFERRED TO WITH KINDNESS:

- Every student feels like his or her dog is the cutest, prettiest, smartest dog in the world -- remember that.
- Refrain from using any breed-related and/or derogatory comments that could cause your students offense.
- Even if you love your own breed, try not to make special references to your breed or in any way indicate that you – as an instructor- have a strong breed preference. There are places and times for breed loyalty, but teaching class is not one of them.

While its fine to say things like:	Try not to say things like:
“It’s a common trait for sporting dogs to like to carry things in their mouth”	“You’ll have no problem teaching a retrieve because you have a retriever”
“Since they were bred to move sheep and cattle, most herding dogs to like to bark and chase things”	“That breed barks and bites more than any other breed”
“Your dog seems to really like learning”	“This breed is smarter than that one” “Your dog is the smartest dog in the class”
“Your dog seems very interested in his environment or the other dogs. How about if we figure out how to get him more focused on you?”	“Your dog is just kind of goofy and dumb” “It just takes that breed longer to catch on”
“Your dog might feel better about jumping if he were to lose about 5 pounds”	“Your dog is a tank.”

14. CHALLENGING STUDENTS:

Complainers	“Tell me one thing that has improved this week and one thing that is still challenging”; reinforce the positive accomplishments and positive ways of improving.
Attention Seekers / Monopolizers	Have assistant go in to help person. Arrange to talk to the person after class or call the person on the phone if needed.
Helpless	“Tell me one thing that has improved this week and one thing that is still challenging”; reinforce the positive accomplishments and positive ways of improving. Break things into small enough steps to get success. Point out success and reinforce student’s efforts.
Know-it-alls / “I do it my way”	Choose an exercise that you are sure the dog will respond to and ask this person if you can use their dog to demonstrate. Showing the entire class that the dog can accomplish it the way you are teaching it will make an impact.
Angry / Frustrated	Send your assistant over to ask, “Could you use a break? Would you like me to take your leash and work with your dog awhile?” Choose an exercise that you are sure the dog will respond to and ask this person if you can use their dog to demonstrate. Both of these options should give the person a chance to calm down a little and regroup.
Abusive	Have your assistant run the exercise or tell the students to take their dogs outside for a potty break. Take the person quietly aside and ask them if they’d like some more help with the exercise. You may want to first empathize that they may be angry and frustrated. You could then empathize that the dog does not seem to be responding the way they would like. Next try to point out that the action used typically causes fearful behavior in dogs and why it would be counterproductive. Suggest an alternative way to get the same behavior and work with the person one-on-one to help the person realize they can use that method
Flip Flop / Wavering Attention	Choose an exercise that you are sure the dog will respond to and ask this person if you can use their dog to demonstrate. Have assistant go in to help person. Help the person focus on the goal at hand and take recognition of accomplishments. Offer the class a break.

15. PROBLEM SOLVING

- Remember that there are many different ways to teach something.
- Use your resources wisely. If you can’t solve a problem with what you know, consult a book or another instructor (*Please don’t hesitate to contact Michele*). You’ll add a tool to your toolbox and learn from the experience.
- ***Remember that you can refer clients for private training if necessary.***

GENERAL STAFF POLICIES AND RESPONSIBILITIES

7. **HOUSE RULES:** Staff members must follow rules of conduct listed below and ensure that assistants and clients do so as well. Staff members are required to report any unsafe conditions or violations of the waiver to Michele Godlevski as soon as possible.
- **Domestic Dogs:** Any canid that is part wild canid and that is not 100% domestic dog will not be allowed on either property.
 - **Dangerous Dogs:** Any dog which, in the opinion of Teamworks Dog Training, is uncontrollable, unpredictable, aggressive, or in any way a danger to people will not be allowed in regular group classes and will be referred for private consultation or a specialty class. A refund for the remaining classes will be given to the student or applied to the private consultation. The referring instructor will still be paid for having the student in the class, as long as the student attended at least orientation and the first class.
 - **Youth:** Anyone aged 8 -17 participating in classes must have a parent or responsible adult in attendance at all times. Children less than 8 years of age must be accompanied by a non-participating adult at all times while on the premises.
 - **Dogs on Leash:** All dogs must remain on leash when on the premises of the training facilities and not working inside the building or the inside fenced agility ring.
 - **No Unsolicited sniffing:** We ask all owners to be aware of their dog's behavior while on leash. All handlers are asked to not allow their dog free access to sniff another person's dog without asking permission of the owner first.
 - **Humane Treatment:** Any instructor or person using the facilities of Teamworks Dog Training and/or any instructor offering private instruction must agree to use humane training methods that would reflect the Teamworks Dog Training philosophy. Specifically, no shock collars will be allowed, no ear-pinching, and no harsh or inhumane treatment of dogs (including but not limited to hanging, strangling, choking, kicking, dragging, beating, hitting, striking, slamming, or throwing the dog or any other pain-inducing method).
 - **Clean Up:** All handlers must clean up after their dogs when on the premises of the training facilities. This includes scooping all solids in either location left any place on either property. This also includes using the disinfectant spray bottles provided for all urine in the indoor location, and anywhere on the agility field, including the enclosed sand, the agility equipment, and the fence.
 - **Females in Heat:** Female dogs in heat should **not be brought on the grounds** of either facility. Handlers can be re-scheduled into the next available class if this occurs without incurring extra charges. **The fine for bringing a female in heat into the arena is \$100.**

8. **SAFETY:** Staff must follow the safety guidelines listed below and ensure that assistants and clients do so as well. Staff members are required to report any unsafe conditions to Michele Godlevski as soon as possible.

SAFE LIFTING

Back Injuries can be caused by improper lifting technique and include:

- Muscle spasms
- Strains or sprains
- Slipped discs
- Hernias

Before you lift:

- Plan classes to ensure materials are moved a minimum number of times
- Use carts and dollies when possible
- Request assistance when lifting heavy or awkward items
- Choose the straightest, flattest, cleanest route to the destination
- Remove any objects from path that may cause tripping
- Check the object to avoid any rough, jagged or slippery surfaces before gripping
- Lift the corner to test stability and test the weight
- Wear gloves to provide good grip & wear non-skid, flat soled shoes

When you lift:

- Keep feet apart, with one foot alongside object and one foot behind
- Keep back nearly straight (vertical)
- Tuck chin in
- Grip object with whole hand and use a firm grip (do not lift with fingers)
- Tuck elbows and arms close to sides
- Keep weight centered over feet
- Don't twist your body while you lift
- Establish a base of support, bend your knees, get a good grip and lift with your legs



The wrong way!



The right way!

BASIC FIRST AID

- Determine if the victim is conscious
- Check to see if the victim is breathing, has a pulse or is bleeding
- **Call 911 if the victim is:**
 - Unconscious
 - Is having trouble breathing
 - Has chest pain or pressure
 - Is bleeding severely
 - Has abdominal pain or pressure
 - Is vomiting or passing blood
 - Has seizures, a severe headache, or slurred speech
 - Has injuries to head, neck or back
 - Has possible broken bones
- Do no further harm
- If victim is conscious, ask permission first before giving any care
- Administer CPR if you know how to or ask if anyone else knows how to
- **Be aware of Bloodborne Pathogens:**
 - Can be transferred if bodily fluids get into open cuts, nicks, or sores
 - Can be transferred if bodily fluids get into mucous membranes of your eyes, nose, or mouth
 - Wash any possibly contaminated area immediately with non-abrasive soap and water
- Report incident to Michele Godlevski
- Fill out an incident report form

HEAT-RELATED ILLNESSES

Heat Cramps

- Symptoms: painful muscle spasms
- Have person rest in a cool place
- Give them cool, not cold water to drink
- Seek medical attention if person does not improve
- Report incident to Michele Godlevski
- Fill out an incident report form

Heat Exhaustion

- Symptoms: cool, moist, pale or flushed skin; headache; nausea; dizziness; weakness, exhaustion
- Get person out of the heat to a cool place
- Loosen any tight clothing
- Apply cool wet cloths
- Give them cool, not cold water to drink
- Person should refrain from further strenuous activities
- Seek medical attention if person does not improve
- Report incident to Michele Godlevski
- Fill out an incident report form

Heat Stroke

- Symptoms: red, hot skin; rapid, weak pulse; rapid, shallow breathing; refusing water; vomiting; change in consciousness (at this stage it is serious)
- Seek medical attention *immediately*
- Get person out of the heat to a cool place
- Loosen any tight clothing
- Apply cool wet cloths
- Report incident to Michele Godlevski
- Fill out an incident report form

WEATHER SAFETY

Canceling a class for weather-related reasons is at the instructor's discretion. Contacting the students should be attempted if possible, but PLEASE USE THE TEAMWORKS WEATHER HOTLINE FOR WEATHER-RELATED CANCELLATIONS.

- **Call 919-340-0120. Listen to the message to see if anyone else has cancelled. You should relay the same information in your message.**
- **Press * while the message is still playing. Enter the pass code.**
- **Follow the prompts. If there are messages on the line, press # while the message is playing to skip it.**
- **Press # when done to save. Call back to check that the message was saved.**

Safety tips for cold weather:

- Avoid prolonged exposure to below freezing temperatures or wind-chill
- Make sure extremities head, hands, feet are well insulated
- Avoid getting wet

Safety tips for sun exposure:

- Use sunscreen
- Wear an hat and sunglasses

Safety tips for hot weather:

- Drink plenty of water
- Avoid prolonged sun exposure

Lightning

- Can travel at 300 miles per second and cause burns, nervous system damage, broken bones, loss of hearing or eyesight or death
- If you see lightning in the distance, don't wait until it is close by to seek shelter
- Go inside a building or go inside car and roll up the windows. If you are caught outside, don't huddle as a group – scatter several yards apart

Tornado

- Stay calm
- Go inside a building
- Stay near interior walls and away from windows and doors
- If you are caught outside, move in right angles from the path of the tornado and find a deep depression to lie flat in

CRIMINAL ACTIVITY

In general:

- Call 911 as soon as possible
- Don't take any unnecessary risks
- Do not approach the suspect
- Let the police handle the situation

Be aware of pre-theft indicators:

- Individuals loitering
- Individuals entering an area, observing, and leaving
- Individuals appearing nervous or uncomfortable
- Individuals looking around as if to see if they're being watched
- Individuals wearing out of season clothing

During a theft:

- Do what you are told by the thief
- Do not volunteer information
- Do not volunteer assistance
- Do not try to apprehend or overpower the thief
- Make observations of anything they say, especially names
- Try to remember what they looked like and any outstanding characteristics
- Try to remember what the vehicle looked like that they left in
- Note any areas they may have touched and protect those areas
- Note anything they may have left behind
- Do not try to stop the escape of the thief

After a theft:

- Immediately dial 911
- Ask any other witnesses to stay until the police arrive
- Write down everything you remember
- Report incident to Michele Godlevski
- Fill out an incident report form

TEAMWORKS DOG TRAINING
EMPLOYEE HANDBOOK

9. **DANGEROUS DOGS:** Staff members are asked to **exercise caution with regard to handling dogs in class.** While applications are screened prior to registration, information gathered on the application is not always accurate. Staff members are asked to read intake questionnaires (where applicable) *prior* to handling any dog. Instructors are responsible for providing guidance to assistants in class, making sure that they do not behave in a way that compromises their safety. Any dog behavior in class that is cause for concern among the students, assistants, or staff should be reported immediately to Michele Godlevski and the dog should be referred to a specialty behavior class or an in-home consultation. **Dogs who are not “behaviorally healthy” do not belong in Puppy, Canine Good Citizen or Distraction Proofing classes.** The referring instructor will still be paid for having the student in the class, as long as the student attended at least orientation and the first class.
10. ***Dogs exhibiting fear or dominance aggression toward people should be referred for private consultation or specialty classes.*** All issues regarding the appropriateness of a dog in a particular class should be handled through Michele Godlevski.
11. **BREAKING UP A DOG FIGHT:** The most important thing to remember in a dog fight is **DO NOT PUT YOUR HANDS OR LET ANYONE ELSE PUT THEIR HANDS ANYWHERE NEAR THE DOGS’ MOUTHS. Try to disrupt the fight by distracting the dogs using an airhorn.** You also can throw water on them, shake up a can of soda and open it on them or make a loud noise. We also have a can of pepper spray at each location. If you are unable to distract them, you can grab their tails. You could also try grabbing their hind legs and lifting the dogs up in the air. Please remember to remain calm in an emergency; your calmness will help everyone else remain calm. All dog fights should be reported on an incident form.
12. **BUILDING SECURITY:** Staff are required to lock up supply cabinets and the entry doors tightly at the end of the day and to never leave the building unattended or unlocked. Cabinet and gates at the agility arena should also be locked up after use and the lights turned off.
13. **INJURIES:** Any injuries that occur to staff or customers, no matter how minor, should be reported to Michele Godlevski via an incident report form.
14. **PROFANITY:** Profanity should not be used on the grounds of Teamworks Dog Training.
15. **CONCEALED WEAPONS:** No concealed weapons are allowed on the grounds of Teamworks Dog Training.
16. **SMOKING:** Smoking is not permitted in the Teamworks Dog Training indoor facility or in the Teamworks Arena.

TEAMWORKS DOG TRAINING
EMPLOYEE HANDBOOK

17. **ALCOHOL & ILLEGAL DRUGS:** No alcoholic beverages or use of illegal drugs will be tolerated before reporting to work, or while on the job.
18. **TRAINING EQUIPMENT:** Proper use and care of equipment should be exercised at all times. Instructors should ensure that assistants or clients do not mishandle or damage equipment. Any damages should be reported to Michele Godlevski immediately using equipment damage form so that insurance claims can be made. Equipment should only be utilized in its intended class.
19. **NON-DISCRIMINATION:** Staff members are expected to be courteous to clients at all times, and to follow the non-discrimination policy. Staff members are also asked to be sensitive to the needs of different breeds, and respective of the fact that almost all owners feel very proud of their dog and their dog's breed. Instructors are encouraged to refrain from making derogatory comments about any one dog or breed, remembering that pertinent information can still be given to the owner without insulting the handler.
20. **STAFF APPEARANCE:** Staff members are encouraged to wear their "Teamworks Dog Training" shirts to teach class and for all public events. Staff members are asked to otherwise dress neatly and professionally. Staff members are asked to refrain from wearing clothing that may be perceived as offending while teaching classes or while representing Teamworks Dog Training; examples include, but are not limited to clothing with profanity or political statements and revealing clothing. Instructors are asked to be sensitive to the fact that wearing breed-promoting clothing while teaching classes or while representing Teamworks Dog Training may be mis-construed by students as a breed-bias and should be avoided.
21. **STAFF CONDUCT:** Staff members are expected to conduct themselves in a professional manner, not only on the grounds of Teamworks, but also in public places. Staff members are expected to report all hours worked with integrity. Staff members are expected to conduct all retail purchases with integrity and not use items off the retail shelves for classes without permission from Michele. Staff members taking Teamworks classes are expected to treat the instructor and assistant with respect and not be disruptive in class. Staff members are encouraged to give constructive feedback to Michele regarding the training program. However, instructors expected to refrain from making derogatory comments about any Teamworks classes or instructors.
22. **RESCHEDULING CLASSES:** Instructors are responsible for completing their teaching assignments as detailed in their contracts. If a staff member is unable to teach a class, he/she is welcome to reschedule the class; most classes allow for two or three weeks of "flex" time in between class sessions. Instructors are expected to prioritize class rescheduling over private lessons. Instructors may also opt to reschedule classes to another day and time if their entire class is able to attend. Instructors may find a substitute instructor to teach their class, but it is the responsibility of the instructor to find a substitute. In extenuating circumstances,

an assistant may teach a class as a substitute, but only with approval from Michele. In the event that it is impossible to reschedule a class or a substitute was used, the staff member will be paid on a pro-rated basis for the class. A two-month notice is necessary for a change in schedule that requires changing the class application. Any change in contract requires a written request from the instructor to Michele.

23. DROP-IN & SUBSTITUTE STUDENT POLICY: *Teamworks does NOT allow drop-ins in our group classes. We believe that the students who committed to taking a weekly group class have the right to have a limited number of students in class, as advertised. Students who are unable to attend a weekly class should consider taking private lessons instead. However, if a student who has enrolled in a weekly group class cannot attend a class, that student may sell their spot to another student, (which should be pre-approved by the instructor). The substitute student needs to pay the student missing the class directly.*

24. PRIVATE LESSONS: PRIVATE LESSONS ARE DEFINED AS NO MORE THAN TWO PEOPLE SHARING A TIMESLOT. One person may divide up their private lesson between multiple dogs. Instructors who commit to teach two regular group class time-slots, offered at least 5 times per year, are eligible to give private lessons at Teamworks facilities during the hours when the building is not in use. Private lessons may be given by instructors as long as the subject matter of the lesson is within the scope of what the instructor normally teaches. *Only Certified Behavior Counselors may offer consultations for aggression and serious problem behaviors and our liability policy only covers the owner, Michele Godlevski, to go into people's home. Instructors may not give a private lesson at a student's home or the instructor's home. Instructors may not use the term "In-Home Consultation" or "Behavior Consultation". All private lessons should be conducted on Teamworks property, and will only be covered by liability insurance if they are conducted on Teamworks property. The rate for private lessons given under the auspices of being a Teamworks Dog Training instructor (covered by our liability insurance) can be set by the instructor but the suggested rate is \$60 per hour (\$65 per hour for instructors with Championships in their field of teaching). All private lessons given on Teamworks Property result in half the ring rental fee due to Teamworks Dog Training regardless of location. All private lessons given by Teamworks Instructors must be paid by cash, charge or check made out directly to Teamworks Dog Training. Instructors should fill out a timecard, indicating how long the private lesson was, how much money was paid by the student, where the lesson was held, and what form of payment was used (and attach the payment to the timecard). All reservations for facilities must be arranged and confirmed ahead of time online by the instructor using the online reservation system.* Instructors are expected to encourage students to take classes and not to recruit students out of classes into private lessons. If an instructor fails to fill at least two group classes with a minimum of 3 students each (or its pre-approved equivalent in other services to Teamworks), the instructor will not be eligible to

TEAMWORKS DOG TRAINING
EMPLOYEE HANDBOOK

teach private lessons for that session.

25. **SEMINARS:** SEMINARS ARE DEFINED AS A GROUP SESSION THAT IS **NOT HELD ON A WEEKLY BASIS**. SEMINARS CANNOT BE OFFERED MORE THAN ONCE A MONTH. The rental price for seminars is \$25 / hour for the arena and \$20 / hour for the Raleigh location. The ring must be reserved by the instructor.

26. **CLASSES:** CLASSES ARE DEFINED AS GROUP SESSIONS OF THREE OR MORE STUDENTS THAT ARE HELD WEEKLY FOR A CERTAIN TIME PERIOD. ALL CLASSES MUST BE APPROVED BY MICHELE AND ADVERTISED THROUGH THE TEAMWORKS DOG TRAINING REGISTRATION SYSTEM. GROUP CLASS PRICES WILL BE SET BY TEAMWORKS AND COMPENSATION WILL BE AS DEFINED IN CONTRACTS.

27. **PET SITTING:** Teamworks staff members may **not** offer “pet sitting” under the Teamworks name, or advertise that they do pet sitting in their homes, as our liability policy does not cover any pet sitting activities. If the Teamworks staff member can provide written proof of pet sitter’s liability insurance, an exception may be granted. Instructors and assistants of Teamworks may **NOT** offer InBoard Training in their homes, as this is a conflict of interest.

25. **RING RENTALS:** Instructors have the benefit of being able to use the Teamworks facilities without charge. This benefit is not extendable to non-instructors. If a rental is shared with a non-instructor, the non-instructor should pay half the rental rate. **If one instructor takes a private lesson from another instructor, half the rental rate is still due to Teamworks.**

26. **DISTRIBUTION OF PRINTED MATERIAL and VERBAL SOLICITATION:** Staff input into classes is encouraged and welcomed! **However, any printed material given out in Teamworks classes or left at Teamworks facilities should first be submitted to Michele Godlevski for approval.** Instructors and assistants must seek approval directly from Michele before verbal or printed solicitation of any kind (other than solicitation for Teamworks classes or events) is done. Teamworks Dog Training will pay for photocopying of approved printed materials related to classes.

27. **SOLICITATION POLICY:** Staff members should not solicit business for any other type of business on the grounds of Teamworks Dog Training (other than Teamworks Dog Training classes and events) without the written permission of Michele Godlevski.

28. **STAFF MEMBER BENEFITS:** Instructors are given certain privileges and benefits, as listed in the compensation section. Those benefits should not be extended to any non-instructors

TEAMWORKS DOG TRAINING
EMPLOYEE HANDBOOK

29. **RETAIL ITEMS:** Instructors are asked to facilitate the sales of retail items and charge sales tax for all items. As a part of this responsibility, instructors are expected to record all transactions in receipt books. Instructors should also oversee assistants involved in retail sales, to maintain accuracy in all retail transactions.
30. **CLASS ROSTERS, TIME CARDS, & PAYCHECKS:** Instructors will be paid per student per class for all paid and enrolled students. *Students that cancel a class or ask for a transfer to another class will not be included in the class count.* Students that are referred to Reactive Dogs or Fearful Fidos can still be counted on rosters, and the referral should be clearly marked on the timecard. Instructors who refer a student to a specialty behavior class or an in-home consultation will not be penalized for the lost student. Hourly employees should submit hours to the nearest quarter of the hour, rounding down. Private lessons will be paid to the instructor at agreed-upon the rate per hour. All private lessons are payable by the student directly to Teamworks and should be submitted for payment to the instructor by paycheck.

Instructors should fill out the official class roster document in paper form and submit hours no later than the last day of the month. Paychecks will be issued and post- marked no later than the 15th of the month (the 16th, if the 15th falls on Sunday). Failure to submit hours by the last day of the month will result in a one-month delay of paycheck. Any corrections to paychecks will be made in the following month's paychecks. Instructors should mark attendance on the printed class rosters each week and note any changes --additional students or transferred students. Hard copy class rosters should be turned in at the end of a class as time cards and placed in the time card box. Hard copy time cards should be filled out for all private lessons or additional services. The fee paid to Teamworks should be clearly indicated (cash, check, charge) on the time card. All instructors are expected to submit their total and categorized hours **online** no later than the last day of each month. Failure to hit "submit" will cause a significant delay in receiving a paycheck. In this case, an "estimated" check will be written, and the hours will be put into the system the following month, with the amount of the estimated check deducted from that amount.

TEAMWORKS DOG TRAINING
EMPLOYEE HANDBOOK

31. **EVALUATIONS:** Instructors are asked to hand out class evaluations for each class and to review them. After review, class evaluations should be placed in Michele Godlevski's box. At any point during the year, classes may be observed by Michele or by another staff member and feedback solicited. Feedback from clients and peers, as well as class observations, and adherence to Teamworks policy and class descriptions may be used to determine salary increases.
32. **CHANGES IN CLASS SCHEDULE AND SUBSTITUTE TEACHERS:**
Class schedules are designed to allow for two-three weeks' flex time for instructors to take time off from teaching. Instructors should update the database with any dates that will affect the class schedule as soon as possible to prevent misunderstandings with students. It is also recommended that each instructor produce a printed reminder of changes in class schedule to hand to students. Make-up classes can be held during any time period that is open on the rental calendar, however, a consensus among all the students should be reached that the alternative time and day are convenient. If the instructor cannot teach all the classes in a session, the instructor should find another Teamworks instructor to teach the missed classes. If an instructor seeks a substitute instructor, the # of exact classes taught by each instructor should be indicated: 1) on the original instructor's class roster sheet 2) on a time card filled out by the substitute instructor. This must be done for each instructor to receive proper and appropriate compensation for the class. The pay for the substitute instructor will be at the substitute instructor's rate and will be based on the number of students in each class. The regularly scheduled instructor will be paid for the actual number of classes taught. If a regular Teamworks instructor is not available to teach the class, assistants may teach one class with permission from Michele Godlevski. Assistants will receive volunteer hours for teaching a class. Only payrolled instructors are eligible for monetary compensation for teaching a Teamworks class. Assistants apprenticing to be instructors will be encouraged to teach classes for the instructor as a learning experience.
33. **CUSTOMER COMPLAINTS:** All customer complaints should be referred to Michele Godlevski.
34. **PUBLICITY:** All news media contact should be handled through Michele Godlevski.

TEAMWORKS DOG TRAINING
EMPLOYEE HANDBOOK

35. **UPDATES TO THIS HANDBOOK:** This employee handbook is subject to minor updates on a quarterly basis. Updates will be announced on the Teamworks Instructor's Yahoo Group and are effective immediately unless otherwise noted.

36. **EXCLUSIVITY / LOYALTY BONUS:**

All *Teamworks assistants* are expected to remain exclusive to Teamworks and not teach or assist dog training classes for any other organization. Assistants may work in retail, grooming, or pet sitting, but may not teach or assist classes in another dog training organization.

Teamworks instructors who teach exclusively for Teamworks for a period of one year will be eligible for seminar scholarships during that year. (Exclusivity is defined as teaching only regularly scheduled classes for Teamworks.) Instructors who teach regularly scheduled classes for other training organizations located closer than 60 miles from Teamworks will be asked to sign a disclosure statement. These instructors will not be eligible for the seminar scholarship, since teaching regularly scheduled classes in another training facility creates a conflict of interest with regard to referrals.

37. **RECRUITMENT BONUS:** Teamworks-exclusive instructors who fill their classes will be rewarded with a bonus at the end of each class session for each class that was full. The rewards schedule is as follows:

- \$10 bonus per class session for each full class roster
- \$10 per class session bonus for each full class roster that also includes at least one student who is brand new to Teamworks (please note the name of that brand new student in the notes section of your online timecard)

38. **VIOLATIONS and TERMINATION:** Any violation of any of the staff policies or evidence that a staff member is stealing money or retail items from Teamworks is grounds for permanent dismissal. Any employee who is dismissed or voluntarily ends a contract will forfeit all rights to Teamworks database and Yahoo group access. That employee will also forfeit all earned Teamworks credit hours upon notice of contract termination. All Teamworks property, including keys, forms, books, and videos must be returned immediately. The last paycheck will be withheld until these items are received.

COMPENSATION

1. All instructors are covered by liability insurance as a part of a group policy, which

- Covers general liability and workman's compensation
- Covers all teaching activities at Teamworks or as a part of a Teamworks activity.
- **Also covers any private instruction given, but only on Teamworks' property as long as the agreed-upon rate is charged and the policy of Humane Treatment is adhered to.**
- **Instructors will contribute to the group liability insurance as a small monthly deduction out of each paycheck.** (It should be noted that the group policy is much less expensive per instructor than an individual policy would be.) The group rate is divided by the number of currently employed instructors on the payroll and deducted from each paycheck; paychecks issued every other month will reflect two months' worth of deductions. The deduction will be specified in the contracts.

2. All instructors are eligible for facility usage during unscheduled hours and

- Instructors should consult calendar to check for and defer to classes, private lessons, and rentals. *Blocked off time on the rental calendar is not eligible for instructor usage time.*
- Instructors should allow other instructors at least 1 hour set-up time before classes
- Instructors should know that free usage cannot be shared with non-instructors; non-instructors should pay the standard rental rate.
- Instructors should know that private lessons must be given under stated provisions, including lessons given to instructors by other instructors.
- Instructors should recognize that because of this staff privilege, instructors are **not** entitled to free entry at trials, show & gos, course of the week, equipment rental, or other "group events".

3. All instructors teaching 2 or more classes (or 2 class hour equivalents) on a regular basis may offer private lessons at the Teamworks facilities during unscheduled hours. Private lessons are defined as a timeslot shared by no more than 2 students. Instructors who commit to teach two time-slots are

eligible to give private lessons at Teamworks facilities during the hours when the facility is not in use. If an instructor fails to fill at least two group classes with a minimum of 3 students each (or its pre-approved equivalent in other services to Teamworks), the instructor will not be eligible to teach private lessons for that session.

- **The rental rate for private lessons at a Teamworks facility will ONE HALF THE RING RENTAL RATE per hour payable to Teamworks Dog Training. PLEASE NOTE: This rate applies to all locations.**
- All reservations for private lessons must be arranged and confirmed ahead of time by the instructor using the ring rental system online. Instructors should consult calendar to check for and defer to classes and rentals and *make their reservations for the ring at least 48 hours in advance.*
- Instructors are expected to encourage students to take Teamworks classes and not to recruit students out of classes into private lessons.
- **The general SUGGESTED rate for private lessons given under the auspices of being a Teamworks Dog Training instructor (covered by our liability insurance) is \$60 per hour (\$65 per hour for Championship level instructors). Instructors may set their rate at another amount but must communicate that change in rate to Michele.**
- **Records of all private lessons must be kept and a time card must be handed in to Teamworks Dog Training, indicating how long the lesson was, how much money was paid, what type of payment was received and to whom the payment was made.**

TEAMWORKS DOG TRAINING
EMPLOYEE HANDBOOK

- Instructors giving private lessons must have their clients pay the whole private lesson fee to Teamworks Dog Training. Instructors will be paid for the lesson in their paycheck at the rate of the amount paid per hour minus the HALF THE RING RENTAL FEE.
- The instructor should fill out a time card recording all private lesson fees and turn it in to Teamworks Dog Training. It should be clearly indicated on the time card what type of payment was made, where the lesson was held, how long the lesson was, and who the lesson was with. **Instructors should round time down to the nearest quarter of an hour on all timecards. ALL TIME CARDS SHOULD BE TOTALED WITH THE TOTAL NUMBER OF HOURS CIRCLED AT THE TOP OF THE CARD.**

4. Teamworks-exclusive instructors are eligible for bonus certificates for TW classes and seminars as long as they fulfill their contract commitment.

COMMITMENT	REWARD LEVEL
<u>Bonus Level:</u>	
┆ 1 class or equivalent = 20% off classes	
┆ 2 classes or eq = 30% off TW classes	
┆ 3 classes or eq = 40% off TW classes plus \$100 approved seminar scholarship*	
┆ 4 classes or eq = 50% off TW classes plus \$100 approved seminar scholarship*	
┆ 5 classes or eq = 60% off TW classes plus \$100 approved seminar scholarship*	
┆ 6 classes or eq = 70% off TW classes plus \$200 approved seminar scholarship*	
┆ 7 classes or eq = 80% off TW classes plus \$200 approved seminar scholarship*	
┆ 8 classes or eq = 90% off TW classes plus \$200 approved seminar scholarship*	
┆ 9 classes or eq = 100% off TW classes plus \$300 approved seminar scholarship*	
*The 10% rescue discount can be added in if the instructor's dog is from rescue or an animal shelter.	

- ***SEMINAR SCHOLARSHIPS ARE ONLY ELIGIBLE TO INSTRUCTORS WHO REMAIN EXCLUSIVE TO TEAMWORKS.** The seminar scholarship is based on a fulfilled one year teaching commitment; should an instructor not teach the entire commitment or not remain exclusive to Teamworks in that calendar year, the seminar scholarship will be withdrawn and the remainder will be deducted from the instructor's last paycheck. The seminar scholarship is limited to \$100 per seminar. The instructor taking the seminar must seek pre-approval from Michele for the seminar, pay for the seminar, then submit a receipt and a one-page written summary.
- This seminar scholarship may not be accumulated or carried over from year to year.
- It should be noted that an instructor must still fill out an official online application to secure spot in a Teamworks class or seminar and the **percentage off should be clearly indicated on the application as a coupon.** EACH INSTRUCTOR IS RESPONSIBLE FOR KEEPING TRACK of seminar scholarship dollars used.
- The percentage off classes apply only to Teamworks classes. It does not apply to show & gos, course of the week, agility trials, seminars, InBoard Training, Doggie Dayschool, or events.
- Instructors are encouraged to supplement their percentage off by volunteering hours as an assistant at CGC tests, Therapy Dog evaluations, events and show & gos. Bonus level percentage off, the rescue dog discount, and volunteer vouchers may all be used in combination.
- **Teamworks employees are eligible for a "Stay & Play" rate of \$25 per night. If training is desired, it is \$10 per session per day.**

TEAMWORKS DOG TRAINING
EMPLOYEE HANDBOOK

39. **Staff Meetings:** Staff meetings are provided as a forum for communication. As an employee, you are expected to attend staff meetings when possible.
6. All class instructors will be paid by the student. If only one student signs up for a class, the student will be offered private lessons at the Teamworks facility instead. The amount the student paid for class will be divided up into increments at the private lesson rate per half hour. If only two students sign up for a class, the class will be held. All class instructors will be paid for a minimum of three students, as long as 2 students sign up and remain in a class. (This rule assumes that the instructor teaches all classes in a session.) If an instructor is not able to teach all classes in a session, the rate of payment will be pro-rated based on the number of classes actually taught.
7. All new instructors will be provided with one Teamworks Dog Training shirt per day of the week committed to teach. All instructors signing a new year-long contract are eligible for one Teamworks shirt of their choice. Staff members are asked to wear a Teamworks shirt whenever teaching classes or representing Teamworks Dog Training. Additional styles of shirts and clothing items are available for purchase.
8. All instructors will be provided with business cards. Instructors are asked to keep business card information up to date and arrange with the administrative assistant to have business cards made. Instructors are encouraged to give their business cards out whenever possible.

IN ORDER TO CLAIM THESE INCREASES, YOU MUST BE A TEAMWORKS-EXCLUSIVE INSTRUCTOR AND FILL OUT THE FORM ON THE NEXT PAGE AND TURN IT IN TO MICHELE

9. *Rewards for pursuing continuing education

- a. Gift certificates will be given (\$5 per number of days of seminar summarized) for turning in electronic summaries of conferences attended
- b. **0.5%** base pay (per student class rate) salary increase for every 100 hours of continuing education on the subjects of teaching classes, animal behavior, learning theory, or behavior modification
- c. **0.5%** base pay (per student class rate) salary increase for every 100 hours of continuing education on the subjects of competition dog sports

12. *Rewards for achieving training milestones in individual competition

- **0.25%** base pay (per student class rate) increase for achieving first Novice level title
- **0.5%** base pay (per student class rate) salary increase for achieving first Open level title
- **0.75%** base pay (per student class rate) salary increase for achieving first Utility/Excellent/Elite level title
- **1%** base pay (per student class rate) salary increase for achieving first Master's level title
- **1.5%** base pay (per student class rate) salary increase for achieving first championship title in obedience or agility and the ability to charge at least \$65 per hour for private lessons minimum rate

13. *Rewards for diversity of experience in training disciplines

- **0.5%** base pay (per student class rate) salary increase for each additional discipline of title achieved (including flyball, tracking, herding, lure coursing, canine musical freestyle, earth-dog, therapy dog certification, and other sanctioned dog sports)

14. *Rewards for achieving Dog Training Instructor certification

- **2%** base pay (per student class rate) salary increase for each level or type of certification

FORMS

TW STAFF REWARDS PROGRAM

In an effort to encourage Teamworks Dog Training instructors to pursue continuing education and further their training experience, the following program is offered.
This benefit is available to Teamworks-exclusive instructors only.

STAFF MEMBER NAME: _____

DATE OF SUBMISSION: _____

DATE OF APPROVAL: _____

APPROVAL SIGNATURE: _____

Please check the appropriate box below and provide all requested information. Increases will be reviewed and will take effect on the first day of the first class taught of the next class session from the date of approval.

REWARDS FOR PURSUING CONTINUING EDUCATION

(Pre-approval of seminar eligibility required)

- \$100 seminar scholarship reimbursement given for turning in one-page electronic summary of conference attended and receipt for the seminar. (This scholarship benefit is only available to Teamworks-exclusive instructors)**
- 100 hours of continuing education on the subjects of teaching classes, animal behavior, learning theory, or behavior modification. (Please list hours below)
- 100 hours of continuing education on the subjects of competition dog sports (please list hours below)

REWARDS FOR ACHIEVING TRAINING MILESTONES IN INDIVIDUAL COMPETITION

- First Novice level title
(list title and date of completion below)

- First Open level title
(list title and date of completion below)

- First Utility/Excellent/Elite level title
(List title and date of completion below)

- First Master's level title
(list title and date of completion below)

- First championship title in obedience or agility (list title and date of completion below)

REWARDS FOR DIVERSITY OF EXPERIENCE IN TRAINING DISCIPLINES

- Additional discipline of title achieved (including flyball, tracking, herding, lure coursing, canine musical freestyle, earth-dog, therapy dog certification, and other sanctioned dog sports)
(List title and date of completion below)

REWARDS FOR ACHIEVING CERTIFICATIONS

- **Teamworks Instructor Certification Program**
(List date of completion below)

- **New level of N.A.D.O.I. certification**
(List endorsement and date of completion below)

- **A.P.D.T./ C.P.D.T. certification**
(List date of completion below)

- **Other instructor certification**
(List date of completion below)

TEAMWORKS DOG TRAINING
EMPLOYEE HANDBOOK



ACCIDENT / INCIDENT REPORT

Name:	
SS #:	
Address:	
Phone:	
Type of Accident / Incident:	
Date & Time of Accident / Incident:	
Location of Accident / Incident:	
Details of Accident / Incident:	
Injury Location: Accident / Incident Witnesses:	
Date & Time Accident / Incident was reported:	
Date & Time Medical Facility contacted:	
Date & Time Medical Facility attended:	
What would you do to prevent a similar accident / injury in the future?	
Signature of injured employee: Signatures of all witnesses present:	
Supervisor review of accident / incident report:	
Investigation report filled out:	



EQUIPMENT DAMAGE REPORT

Employee Name:	
Phone:	
Equipment Damaged:	
Date & Time of Damage:	
Location of Damage:	
Details Damage:	
Signature of employee:	
Supervisor review of damage report:	

TEAMWORKS DOG TRAINING
EMPLOYEE HANDBOOK



SIGNATURE OF ACCEPTANCE OF POLICIES

I hereby certify that I have read the policies contained in this Teamworks Dog Training Employee manual and agree to abide by them while employed by Teamworks Dog Training, LLC.

Please check one of the following:

As a Teamworks Instructor, I certify that I am not engaging in any non-Teamworks dog training activities for monetary compensation.

As a Teamworks Instructor, I disclose that I am engaging in the following dog training activities for monetary compensation: _____

I understand and agree that for liability purposes, any non-Teamworks dog training activities I engage in for monetary compensation must still adhere to the policy of Humane Treatment as described in the Teamworks Dog Training Instructor manual. I also understand that Teamworks' liability policy does not cover any activities not conducted at Teamworks. I also understand that while I still am eligible for the Recruitment Bonus, I forfeit the Loyalty Bonus and Scholarship Bonus by teaching regularly scheduled classes at another dog training location closer than 60 miles to either Teamworks location.

Printed Name: _____
Signature: _____
Date: _____
Contract Year: _____
Employee Handbook Version: _____

*Please return this form along with your signed contract to
Michele Godlevski
195 Robbins Road
Youngsville, NC 27596*