



Quality Policy Manual

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1. Organization Policy

1.1. Forward

It is the aim of Four Paws Adoption and Education Inc. to have policies that ensure operational systems are adhered to and maintained. Thus giving Four Paws Adoption and Education Inc. a structured format that is a well-defined quality system.

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Section 1.2	Authorised By:	Subject: Policy Statement	Revision: 0

1.2. Policy Statement

A Not for Profit Animal Welfare Charity whose principal activity is providing short-term direct care of animals as well as rehabilitating animals that are orphaned, sick or injured. This care and rehabilitation covers a broad range of activities including: veterinary services for animals' injuries, illnesses and recovery which may include surgery, general and parasite prophylaxis, first aid and transport of injured animals, washing grooming lost animals, feeding and sheltering animals in short term while new homes are found. Our activities include:

- Speaking on behalf of companion animals that have become a part of our daily lives and a very important part of the community.
- Encouraging respect, understanding and compassion in the community for the plight of surrendered, lost and unwanted pets.
- Initiating animal welfare education programs in our schools and community.
- Actively promoting the permanent adoption of displaced animals within the community.

Four Paws Adoption and Education incorporated quality system is based on the requirements outlined in Australian Standard

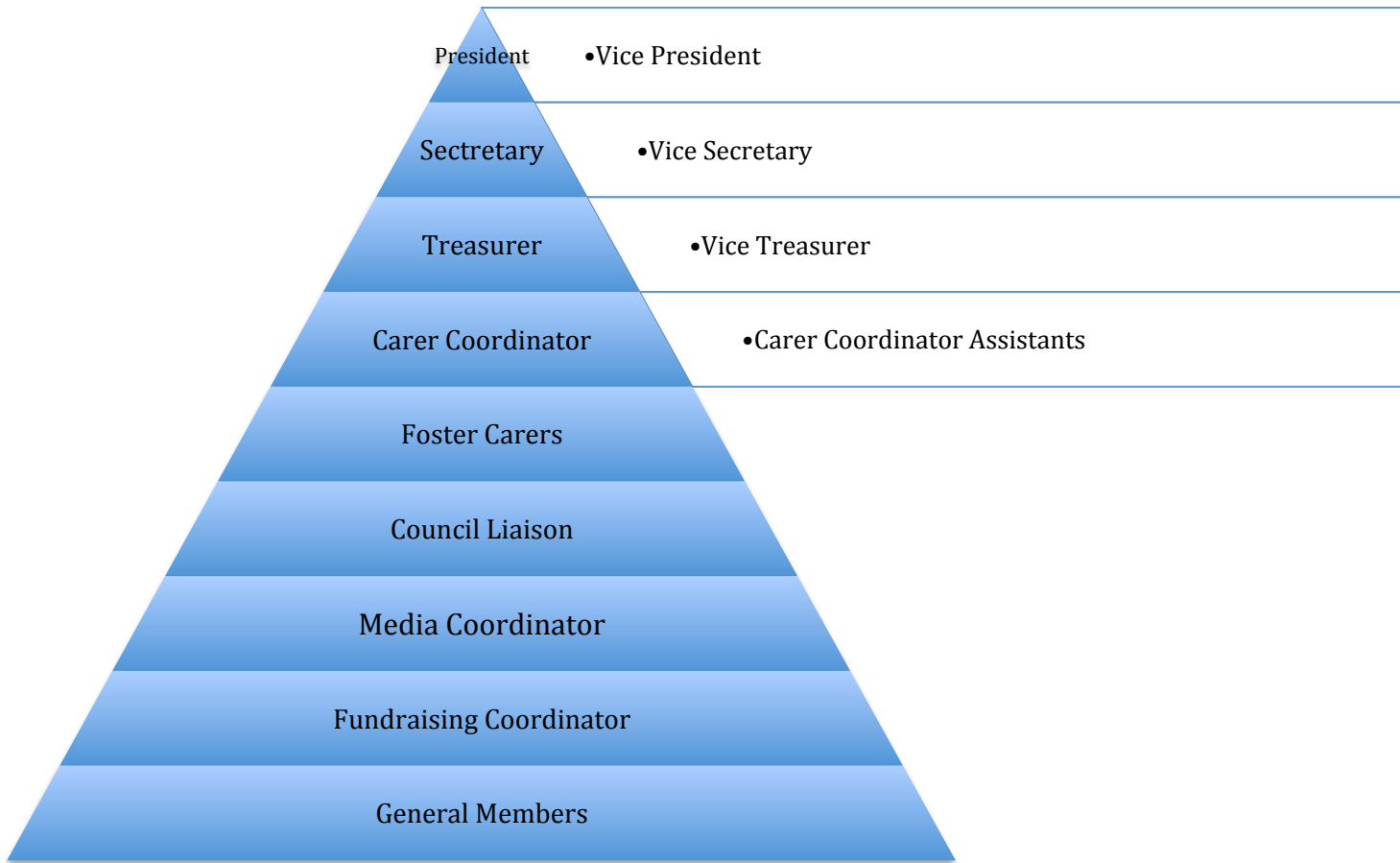
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1.3. Revision Record

Revision	Page(s)	Element No	Description of Revision	MC Sign	Date

Reference: Quality Policy Manual Section 1.4	Approved By: Management Committee Authorised By:	Date: 01/07/2014	Document: QPO Four Paws
		Subject: Organizational Structure	Revision: 0

1.4. Organizational Structure



Reference: Quality Policy Manual	Approved By: Management Committee	Date: 01/07/2014	Document: QPO Four Paws
Section 1.5	Authorised By:	Subject: Responsibilities & Authorities	Revision: 0

1.5. Responsibilities and Authorities

1.5.1. GENERAL

The organization chart shows the various functions and reporting relationships within the charity. A summary of key positions is detailed below. The committee retains Job descriptions for all categories of committee personal.

1.5.2. PRESIDENT

The President is responsible for supervising/overseeing the work of other committee members and ensuring they work together as an effective team. Provides the overall vision and sense of direction for our organisation.
Spokesperson/representative/external liaison for the organisation.
Schedules and runs committee and general meetings while serving as a role model.

1.5.3. VICE PRESIDENT

The vice president assumes the presidents responsibilities in their absence.

1.5.4. SECRETARY

The Secretary is primarily responsible for managing the records of the incorporated association as well as recording and distributing all pertinent information to members including meeting minutes and upcoming events.

1.5.5. VICE SECRETARY

The vice secretary assumes the secretaries responsibilities in their absence.

1.5.6. TRESURER

The treasurer is responsible for the financial management of the incorporated association. Responsible for regularly reporting the groups' financial status to the committee members and for self-auditing of deductible gift recipient endorsement status.

1.5.7. VICE TREASURER

The vice treasurer assumes the treasurers responsibilities in their absence.

1.5.8. CARER COORDINATOR

The career coordinator is responsible for the management of the foster and adoption system by liaising with carer coordinator assistants, foster carers, veterinary staff and prospective adopters. The carer coordinator must ensure all procedures are followed and all records are maintained.

1.5.9. COUNCIL LIASION

Liaise with the local council where applicable in relation to surrender of animals. Report to council with updates of our educational programs and charity events.

1.5.10. FUNDRAISEING CO-ORDINATOR

Explore fundraising ideas and opportunities and analyse the cost effectiveness of appropriate activities with the highest chance of success. Liaise with the management committee to implement a strategy for each quarter. Recruit and coordinate volunteers for events.

1.5.11. MEDIA CO-ORDINATOR

The media coordinator will review every word of a print ad, every detail of a radio or television commercial and scrutinise each aspect of online advertising of any kind. The coordinator is accountable to Four Paws Adoption and Education Inc. for how the organisation is represented via its advertising.

The media coordinator is responsible for identifying, evaluating and securing advertising on behalf of our organisation.

Reference: Quality Policy Manual	Approved By: Management Committee	Date: 01/07/2014	Document: QPO Four Paws
Section 1.6	Authorised By:	Subject: Position Description Summaries	Revision: 0

1.6. Position Description Summaries

1.6.1. PRESIDENT

Under the model rules, the President is required to chair all meetings they attend. The president helps the committee prioritise its goals and keeps the committee on track by working within the overall framework. At the operational level the president is to facilitate effective committee meetings, ensure the organisations policies are reviewed/updated annually and assist the committee in the development of annual plans.

1.6.2. VICE PRESIDENT

The vice president is to become very familiar with the presidents duties so as to assist the president and take on these duties in the presidents absence.

1.6.3. SECRETARY

The Secretary is primarily responsible for managing the records of the incorporated association. The Secretary will also:

- Take, keep and circulate minutes for the incorporated association's meetings
- Keep the register of members
- Take nominations for the management committee
- Provide appropriate notice to members for meetings
- Call and convene special general meetings
- Arrange the meeting venue and prepare the agenda
- Coordinate any correspondence or reports to be presented at meetings, and present any urgent correspondence to the appropriate person.
- Complete any actions arising from meetings that require correspondence
- Keep all books and documents of the organisation and make them available to the committee.
- Ensure correct storage of all documentation.
- Ensure all requirements for registrations and licenses are kept up to date and correct.
- Ensure an adequate stock of all forms is kept and distributed when required.

1.6.4. VICE SECRETARY

The vice secretary is to become very familiar with the secretaries duties so as to assist the secretary and take on these duties in the secretaries absence.

1.6.5. TRESURER

The treasurer is responsible for the financial management of the incorporated association. The treasurer will:

- Keep and maintain an asset register for the incorporated association.
- Provide a monthly profit and loss statement at committee meetings.

- Advise the management committee members of procedure for acceptance of monies eg sale of animal, membership fee, donation, sale of merchandise / raffle tickets etc.
- Advise prior to acceptance by committee of any fundraising ideas of the financial requirements surrounding these eg sponsorship drives, raffles, competitions, and sale of merchandise.
- Keep all documentation for payments made including receipts, invoices and statements.
- Keep and maintain the incorporated association's deposit and cheque books.
- Ensure that all payments are approved or ratified by the management committee and that they are recorded in the minutes.
- Keep all financial records in Queensland.
- Keep either a receipt book of consecutively numbered receipts, or computer system records of them.
- Maintain endorsement status for deductible gift recipient as per Australian Taxation Office requirements.
- Keep all records required to comply with the Liquor and Gaming Act for auditing purposes.
- Keep all records up to date and in a manner acceptable for audit. Also maintain communication with the nominated auditor / accountant.
- Record keeping for conduct of games under the Non-Profit Gaming Act 1999.

1.6.6. VICE TREASURER

The vice treasurer is to become very familiar with the treasurers duties so as to assist the treasurer and take on these duties in the treasurers absence.

1.6.7. CAREER CO-ORDINATOR

The carer coordinator work with the carer coordinator assistants to:

- Assess all potential foster carers, adopters and surrenders and report to committee for final decision.
- Coordinate foster animals and ensure appropriate placement, transport, prophylactic treatment and veterinary care for each foster animal.
- Keep in contact with all foster carers who currently have foster animals.

1.6.8. COUNCIL LIASION

Liaise with the local council where applicable in relation to surrender of animals. Report to council with updates of our educational programs and charity events.

1.6.9. FUNDRAISING CO-ORDINATOR

The fundraising coordinator will:

- Creating a yearly fundraising plan with goals throughout the year, which correspond to particular events. This is to be liaised with the committee to implement a strategy on a quarterly basis.
- Working closely with the Media Coordinator to create a promotional plan prior to each fundraising event being held. The plan will be presented to the committee no less than 2 weeks prior to the event for approval.
- Ensuring events are properly planned and tasks allocated are completed.
- Ensuring adequate amounts of suitable promotional product are available for use at events.
- Recruit and coordinate volunteers for events.
- Recording and reporting all transactions related to fundraising activities to the treasurer.

- Researching fundraising ideas and ensure they comply with all related regulations set by the Office of Fair Trading.
- Ensure a budget for each activity is adhered to.
- Developing and maintaining a register of all fundraising activities to assist in reporting on progress.
- Analysing the cost effectiveness of appropriate activities and determine which will have the highest chance of success.

1.6.10. MEDIA CO-ORDINATOR

The Media Coordinator will:

- Work to raise awareness of the charities work, aims and goals.
- Determine the forms of media, which will allow the organisation to reach its intended audience in the most effective manner while also keeping costs as low as possible. Such as radio, Internet, TV and print options.
- Prior to media releases, the media coordinator must report to committee for approval.
- Uploading to and maintaining the website
- Monitoring and maintaining the Facebook page
- Working closely with the Fundraising Coordinator prior to specific events to ensure a promotional plan is complete and presented to the committee no less than 2 weeks prior to an event.
- Ensuring all aspects of the promotional plan are carried out and tasks allocated are complete.
- Liaising with secretary to ensure enough business cards and flyers are available when required.

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Section 2	Authorised By:	Subject: Management Responsibilities	Revision: 0

2. Management Responsibilities

2.1. Responsibilities, Authority and Interrelationship

To achieve and maintain the required degree of quality in services offered to our clients, it is necessary that effective communication channels exist between members and that they have a sound knowledge of their own and each other's responsibilities. The functions and responsibilities and interrelationship of each other members are set out on job descriptions held by the Committee and visible to all members on Four Paws Adoption and Education Inc. organizational chart.

The Committee shall have the authority to initiate action to prevent the occurrence of product non-conformity, identify and record Quality problems, provide problems solutions and verify the implementation of same control the further processing of the non-conforming product until the problem is solved. Each member shall be responsible for product conformity.

2.2. Verification, Resources and Personnel

The committee shall identify adequate verification requirements in the quality system for inspection and monitoring of the charities services.

All members assigned to verification activities shall be suitably trained and / or certified for their assigned tasks and shall be independent of those having direct responsibility for the work being performed.

2.3. Management Representative

The committee has the primary function of facilitating the design of the Quality System and ensuring it is effective, implementation and continued maintenance.

The committee is the "Management Representative" as defined in the Standard

2.4. Management Review

The Four Paws Quality System is reviewed and evaluated on an annual basis by charity management

The objective of the review is to ensure the suitability and effectiveness of the Quality System in achieving stated quality requirements.

The review shall include an evaluation of:

- Customer satisfaction levels
- Customer expectation
- New technology
- Market research
- Audit findings
- Member commitment

The committee ensures that the Quality System is appropriately upgraded as a result of the Management Review.

Documented records of Management Reviews shall be kept.

The committee shall be responsible for ensuring that the review process is undertaken in accordance with the program and for maintaining the review records.

2.5. Quality System

The committee shall be the officers responsible for establishing and maintaining documentation covering the Quality System of Four Paws Adoption and Education Inc. conforms to the specified requirements. No document shall be modified in any way without the Committee's authority.

This responsibility shall include:

- The preparation of Quality System procedures and work instructions in accordance with AS3902-1987/1S09002-1987
REFER PROCEDURE QPR FP
- The effective implementation of the documented Quality System procedures and instructions.
REFER PROCEDURE QPR FP

In carrying out this responsibility the Committee shall timely consideration to the following activities in order to meet specified requirements:

- The preparation of Quality Manuals
- The identification and acquisition of any equipment and resources needed to achieve the required outcomes
- The compatibility of foster process inspection and procedures with its appropriate documentation
- The identification and preparation of Quality Records
- A system of procedures for the verification, storage and maintenance of purchaser supplied products

The system documentation shall consist of two parts:

1. The Quality Policy Manual
2. The Quality Procedure Manual
 - The Job Description
 - The Work Instructions
 - The Organizational Forms

Each page of the document shall be numbered and each section shall be identifiable and traceable by use of the following scheme:

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2.6. Document Control

All changes to documents are implemented in writing and processed. Records are maintained of changes as they are made through minutes of meetings.

Documents are revised and re-issued after a practical number of changes have been issued. Written notation on documentation is not permitted.

A copy of the manual is available for review upon request.

2.7. Document Changes and Modification

Revisions to the manual as required to accurately reflect the current organization and quality practices of the charity. Revisions will be in numerical order. Each revision cancels and replaces all previous revisions. Revised Quality Manual will be reissued in their entirety to holders of controlled copies.

Each revision will be reviewed by the Committee and approved by the Committee. They will indicate their acceptance by the President signing the revision record endorsed in this document. The revision record will describe the nature of each change made to the Committee.

2.8. Agreement Review

The Committee shall be responsible for establishing and maintaining procedures for the systematic review. This shall be undertaken by the Committee to ensure that:

- The requirements are adequately defined and documented.
- Any requirements differing from our Mission Statement are resolved.
- Four Paws Adoption and Education Inc. has the resources and capability to meet Government Standards.
- The Committee believes Four Paws Adoption and Education Inc. has the capabilities for foster and adoption of displaced animals.

Results of such reviews shall be documented in accordance with the relevant procedure shown above, and stored as per Quality Records Procedure.

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Section 3	Authorised By:	Subject: Animal Management	Revision: 0

3. Animal Management

3.1. Acceptance of Animals

Four Paws will accept any dog or cat, which we deem suitable for re-homing, offered into its care where it has the facilities and resources to do so.

If Four Paws believes that an animal being surrendered is stolen the matter will be handed to police. Upon acceptance and first vet check or at any time during care, Four Paws may euthanize any animal that it deems is longer suitable for rehoming due to behavioural or medical reasons as assessed by the Four Paws Veterinarian.

See Procedure 2.7.1.3 Surrendered Animals

3.2. Animal Cruelty or Neglect

Four Paws has no legal right to physically remove or attempt to remove an animal that is not in the organizations foster system, from its residence regarding reports of cruelty or neglect.

If you have been witness to or contacted by a third party regarding animal cruelty or neglect, report it to RSPCA's **emergency hotline: 1300 ANIMAL (1300 264 625)**.

RSPCA Qld takes care of all cruelty, neglect and abandonment complaints of companion animals.

Animal cruelty can take many different forms. It includes overt and intentional acts of violence towards animals, but it also includes animal neglect or the failure to provide for the welfare of an animal under one's control. In addition to this, it is important to remember animal cruelty is not restricted to cases involving physical harm. Most animal welfare Acts will provide particular examples of cruelty. These may include: torturing or beating an animal; confining or transporting an animal in a way that is inappropriate for its welfare; failing to provide appropriate or adequate food or water for an animal; failing to provide appropriate treatment for disease or injury; and failing to provide appropriate living conditions.

Reference: Quality Policy Manual	Approved By: Management Committee	Date: 01/07/2014	Document: QPO Four Paws
Section 4	Authorised By:	Subject: Foster Carer Policy	Revision: 0

4. Foster Carer

4.1. Application Acceptance or Refusal

All foster carer applications will be reviewed and reported to the management committee for acceptance or refusal on a case-by-case basis.

Reasons for refusal may include but are not restricted to:

- Fencing inadequate
- Non approval by letting agent
- No indoor facility for cats
- Already own the maximum allowable number of animals
- Work roster not acceptable
- Yard size inadequate
- No shelter from elements
- Use of toxic chemicals eg snail bait, slow release fertilizer
- Toxic plants accessible in yard
- Poor overall yard / house condition

See Procedure 2.7.1.1 Foster Carer Process

4.2. Foster Carer Responsibility

All policies and procedures set out by Four Paws Adoption and Education Inc. must be adhered to by foster carers. Any damage or liability resulting from a situation in which the foster carer does not follow policy and procedure will result in the liability being placed on the individual foster carer and not Four Paws Adoption and Education Inc.

4.3. Animal Management

4.3.1. Housing

All housing facilities for companion animals must be designed and maintained to provide a clean, comfortable and safe environment and to meet the behavioural physiological needs of the particular animal.

Where companion animals are usually confined in a restricted environment (such as in cages, hutches or similar housing), they must be given regular opportunities to exercise, as appropriate for the species, in a safe, predation-free and escape-proof area (such as an outdoor run or enclosed indoor area).

4.3.2. Exercise

Each animal needs to be given an appropriate amount of daily exercise in relation to breed and health status. *See Procedure 2.8.2.1 Exercise*

4.3.3. Parasite Prevention

Parasite preventative product needs to be administered at an appropriate dose and interval for age and weight. *See Procedure 2.8.2.2 Worming and Procedure 2.8.2.3 Flea / Paralysis Tick Prevention*

4.3.4. Bathing

Outdoor dogs are to be bathed monthly, indoor dogs are to be bathed fortnightly. Cats that are amenable to baths may be bathed monthly. *See Procedure 2.8.2.4 Bathing*

4.3.5. Food

Each animal is to be fed an appropriate amount of Royal Canin dry food sufficient for life stage. If an alternate diet is required for any reason it will be assessed on a case-by-case basis.

See Procedure 2.8.2.5 Feeding

4.3.6. Restraint

All animals must be suitably restrained when taken outside of the foster carers property.

4.3.6.1. Dog Control Devices

A properly fitted collar or harness used with a leash is an effective form of control and training aid for dogs. Collars and harnesses must be of an appropriate size, strength, material and design for the individual dog to provide effective control, but must not cause injury, pain or distress or restrict the dog's normal activities (i.e. panting and drinking).

Unacceptable to four paws is the use of check chains (Choker) prong collars or rope.

Electronic devices

Four Paws is opposed to the use of any electronically activated or other devices that deliver electric shocks, high-pitched sounds, or any other painful stimulus.

Such devices can be used to abuse the animals, involve inflicting pain and are considered inappropriate for dog training or control.

Muzzles

Muzzling devices must be properly fitted and used only under constant supervision for short periods of time. Muzzles should not be used as a routine management.

Four Paws accepts the use of muzzles under the following circumstances:

- Muzzles used for exercise or work purposes must allow the dog to pant but not bite.
- Muzzles used for examination of dogs showing aggression should be properly fitted to ensure the dog cannot bite or remove the muzzle.

4.3.6.2. Cat Containment

Four Paws encourages the containment of cats in an enclosed area, at a minimum from dusk until dawn. Containment of cats during this period can help to protect cats from disease and injury through fighting and accidents, increase the opportunity for owner animal interaction and reduce the impact of hunting by cats and disturbance caused to neighbours. Where cats are contained, steps must be taken to ensure that adequate exercise and environmental enrichment are available. Access to an outdoor escape-proof enclosure can greatly increase the opportunity for activity and stimulation for confined cats.

4.4. Transportation

4.4.1. Dogs

Transporting animals to and from activities should be restrained in a vehicle with a seat belt harness or clipped to anchor point in rear of vehicle. Length of restraint in rear of vehicle must ensure animal is not able to slip off edge of vehicle and resulting in hanging or dragging.

4.4.2. Cats

Containers used for the transport of cats should enable the occupant to lie down flat, turn around, stand erect and stretch with clearance. They should be robust and escape-proof, sufficiently enclosed to provide the animal with a sense of security whilst allowing adequate ventilation and the ability to inspect the animal during the journey. Transport containers should be used for temporary (short-term) confinement only.

4.5. Veterinary Requirements

Our policy is that we use our own veterinarian. If a foster carer wishes to use a different veterinarian for routine procedures it is to be conveyed to our committee in writing and will be decided upon on a case-by-case basis.

If an emergency situation arises (eg. Snake bite, hit by car) and Four Paws cannot be contacted, and the foster carer chooses to utilize another veterinary service, reimbursement of each case will be assessed individually. *See Procedure 2.8.1.1 Illness and Procedure 2.8.1.2 Other Veterinary Procedures*

4.5.1. Microchips

All foster animals are to be presented for microchipping, if required, at the first veterinary care day following acceptance into foster system.

4.5.2. Vaccinations

All foster animals are to be presented for vaccinating, if required, at the first veterinary care day following acceptance into foster system.

4.5.3. Desexing

All foster animals are to be presented for desexing at appointment time allocated by Four Paws Adoption and Education Veterinarian.

4.5.4. Illness

Any foster animal showing signs of illness must be reported to the carer coordinator within 24hrs.

4.6. Death of Animal in Care

If a fostered animal is found deceased the carer must contact the coordinator as soon as possible. *See Procedure 2.8.5 Death of Foster Animal*

4.7. Foster Carer Resignation

Foster Carers must provide 21days written notice of resignation to allow for alternative placement of the animal. The 21day notice period does not apply if the carer is not currently fostering an animal. *See Procedure 2.8.7 Foster Carer Resignation*

4.8. Holiday / Emergency Care Relief

When foster carers go away on holiday foster animals may be placed with another foster carer for the holiday duration or cared for by other approved arrangement on a case-by-case basis.

Four Paws must be notified 2 months prior to carer going on leave.

In an emergency situation carer coordinator must be contacted for animal to be placed into emergency care with those who have been accepted into our foster care program (not to be given to family or friends).

See Procedure 2.8.3 Holiday / Emergency Care Relief

4.9. Animal Cruelty or Neglect While in Care

Four Paws has every right to remove an animal that is in the organizations foster system that has endured cruelty or neglect at the hands of a foster carer and / or any persons living at that residence. The animal will receive immediate veterinary care and be re-homed into another foster carers care. Four Paws will report the cruelty or neglect to RSPCA the day of removal of animal. Any foster carer that has committed any cruelty or neglect to animals will be forever struck from Four Paws membership, foster carer register and adoption register.

See Procedure 2.7.1.7 Animal Cruelty / Neglect While in Care

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Section 5	Authorised By:	Subject: Adoption Policy	Revision: 0

5. Adoption Policy

5.1. Adoption Refusal

Four Paws reserves the right to refuse the adoption of an animal to a person.

Reasons for refusal include:

- Four Paws has reason to believe that the area where the animal is to be housed is not safe, secure or does not provide sufficient shelter or space. E.g. inadequate fencing or containment to reasonably prevent a dog from escaping a yard.
- The person is under the age of 18 years old (proof of age may be requested).
- The person has a known history of surrender of animals, for reasons that are not consistent with responsible ownership.
- The interaction between the prospective new owners and the prospective new animal, or an existing animal, raises significant concerns about the potential re-homing of the animal.
- Four Paws is aware that the person seeking to adopt an animal is not adequately meeting the needs of the other animal/s they own.
- Written or verbal approval that pets may be kept on premises during tenancy has not been provided from the agent or landlord.
- The adoption would breach the local government regulations in which the prospective new owners are residing.
- The adoption is a gift for a person who has not been involved in the decision, except where a parent is selecting an animal for their child living at home.

See Procedure 2.7.1.2 Adoption Process

5.2. Adoption Cooling off

It is the policy of Four Paws Adoption and Education Inc. that any animal adopted may be returned to Four Paws for a full refund within 2 weeks, if the adoption is not successful due to non-compatibility with other pets or owners.

The return of the animal will not be refunded if it is returned to Four Paws due to illness or injury that has occurred during that 2 weeks.

If at any point the adoptive family is no longer able to care for the adopted animal Four Paws is to be contacted prior to any other arrangement being made including giving animal to another family member.

See Procedure 2.7.1.14 Return of Adopted Animal During Cooling off Period