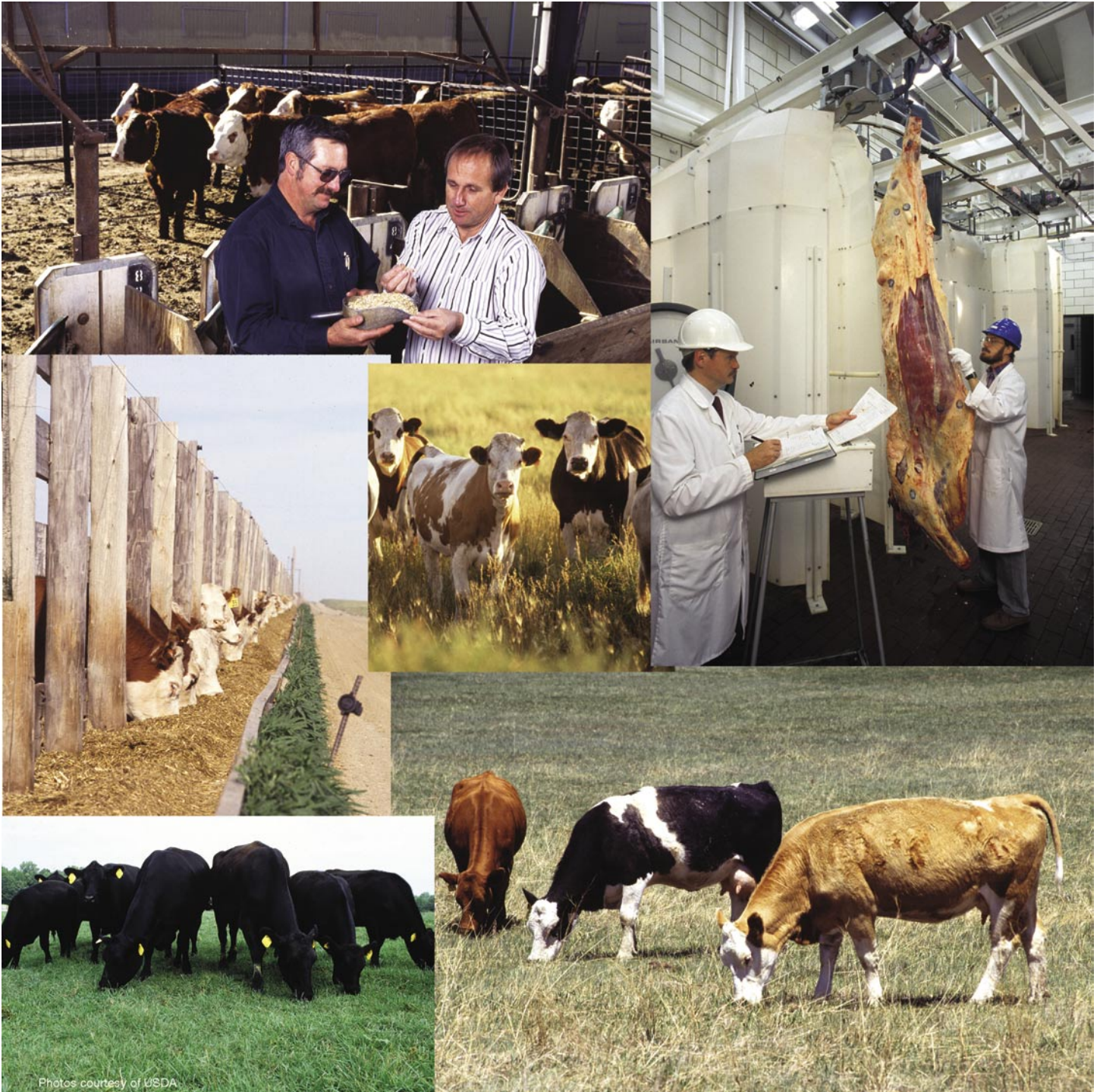


# USDA Process Verification Certification

## *Generic Manual for Natural Beef Production*

Department of Agricultural Economics



**ABBREVIATIONS AND DEFINITIONS**

**AMS**, Agricultural Marketing Service of the **USDA**

Agriculture Marketing Service, **USDA-AMS**

**Commingling** - Allowing two or more products to combine. For instance, **<program name>** beef should not be commingled with non-program meats.

F, Form

Form, F

**Lot** - All **<program name>** animals that are slaughtered within the same week are considered part of the same lot and that is reflected in the lot number they are assigned.

**LS Division**, Livestock and Seed Division, **USDA-AMS**

Livestock and Seed Division, **USDA-AMS (LS)**

**Non-Conformance** - A case where practices are not consistent with documented program procedures.

**<program name>** - Signifies places where the specific program name should be inserted.

**Program Quality Coordinator** - Responsible for the maintenance and implementation of the **QSVP Quality System**.

**Quality System** - The sum of all things that work together to make up the **<program name>** and its quality standards.

**QSVP**, Quality System Verification Program

Quality System Verification Program, **QSVP**

**SOPs**, Standard Operating Procedures

Standard Operating Procedures, **SOPs**

**Subtherapeutic Antibiotics** - Antibiotics that are administered or fed in low levels on a regular basis as a preventative measure.

**USDA**, United States Department of Agriculture

United States Department of Agriculture, **USDA**

## TABLE OF CONTENTS

<b>20 REQUIREMENTS FOR THE APPROVAL OF USDA CERTIFIED MARKETING PROGRAMS</b> .....	<b>1</b>
<b>1. MANAGEMENT RESPONSIBILITY</b> .....	<b>1</b>
<b>2. QUALITY SYSTEM</b> .....	<b>3</b>
<b>3. CONTRACT REVIEW</b> .....	<b>4</b>
<b>4. DOCUMENT AND DATA CONTROL</b> .....	<b>5</b>
<b>5. PURCHASING</b> .....	<b>6</b>
<b>6. CONTROL OF CUSTOMER SUPPLIED PRODUCT</b> .....	<b>7</b>
<b>7. PRODUCT IDENTIFICATION AND TRACEABILITY</b> .....	<b>8</b>
<b>8. PROCESS CONTROL</b> .....	<b>9</b>
<b>9. INSPECTION AND TESTING</b> .....	<b>10</b>
<b>10. CONTROL OF INSPECTION, MEASURING AND TEST EQUIPMENT</b> .....	<b>11</b>
<b>11. INSPECTION AND TEST STATUS</b> .....	<b>12</b>
<b>12. CONTROL OF NONCONFORMING PRODUCT</b> .....	<b>13</b>
<b>13. CORRECTIVE AND PREVENTIVE ACTION</b> .....	<b>15</b>
<b>14. HANDLING, STORAGE, PACKAGING AND MARKING</b> .....	<b>16</b>
<b>15. CONTROL OF QUALITY RECORDS</b> .....	<b>17</b>
<b>16. INTERNAL QUALITY AUDITS</b> .....	<b>19</b>
<b>17. TRAINING</b> .....	<b>21</b>
<b>18. STATISTICAL TECHNIQUES</b> .....	<b>22</b>
<b>19. CONTROL OF PROMOTIONAL MATERIALS</b> .....	<b>23</b>
<b>20. CUSTOMER SATISFACTION</b> .....	<b>24</b>
<b>PRODUCER DOCUMENT CONTROL MASTER LIST</b> .....	<b>26</b>
<b>DOCUMENT / PROCEDURE CHANGE REQUEST</b> .....	<b>27</b>
<b>CONTRACT REVIEW / SUMMARY</b> .....	<b>28</b>
<b>PRODUCER’S CERTIFICATE</b> .....	<b>29</b>
<b>PRODUCER DELIVERY AFFIDAVIT</b> .....	<b>30</b>
<b>FARM / RANCH ORGANIZATIONAL STRUCTURE</b> .....	<b>31</b>
<b>ANIMAL PASSPORT</b> .....	<b>32</b>
<b>APPROVED SUPPLIER LIST</b> .....	<b>33</b>
<b>APPROVED PRODUCER LIST</b> .....	<b>34</b>
<b>PRODUCER SLOTTING LIST</b> .....	<b>35</b>
<b>PRODUCER TRAINING RECORD</b> .....	<b>36</b>
<b>PRODUCER SUMMARY SHEET</b> .....	<b>37</b>
<b>PRODUCER INTERNAL REVIEW REPORT</b> .....	<b>38</b>
<b>LIVESTOCK PRODUCTION PRACTICES</b> .....	<b>39</b>
<b>ANIMAL IDENTIFICATION DURING PRODUCTION</b> .....	<b>40</b>
<b>ANIMAL NON-CONFORMANCE PRACTICES</b> .....	<b>41</b>
<b>LIVE ANIMAL SLOTTING GUIDELINES</b> .....	<b>42</b>

**20 REQUIREMENTS FOR THE  
APPROVAL OF USDA CERTIFIED  
MARKETING PROGRAMS**

<b>Requirement 1 Section 1</b>	<b>1. MANAGEMENT RESPONSIBILITY</b>
------------------------------------	-------------------------------------

**ORGANIZATIONAL STRUCTURE AND EMPLOYEE JOB DESCRIPTIONS:** *The following is a list of the primary jobs that are associated with operations raising natural beef for the <program name>. Individual employees may work in any or all of these areas. In the case of small operations, one employee may fill more than one job and serve many different roles.*

### 1.1 ORGANIZATIONAL STRUCTURE

Within production operations, there are two levels of responsibility that exist.

- **Livestock Production Manager**
- **Production Staff**

One employee may serve more than one role on a given operation.

### 1.2 OVERALL QUALITY REPRESENTATIVE

The **Program Quality Coordinator** is authorized to act on behalf of the organization at all locations where program activities are conducted. This person is responsible for overseeing the activities of the organization, including implementation and maintenance of the QSVP system, and assuring that the marketing agreements are acceptable as well as fulfilled by all parties.

### 1.3 ORGANIZATIONAL CHART

A form called *Farm/Ranch Organizational Structure (6-A)* is filled out and available for review on each producer operation. This form designates who fulfills the specified roles and subsequent responsibilities.

### 1.4 JOB DESCRIPTIONS

#### 1.4.1 Livestock Production Manager

This individual ensures that all QSVP program requirements are met, and has authority to make changes to standard operating procedures (SOPs) used on the farm as long as the requirements of the <program name> are followed as specified in the *Livestock Production Practices (SOP1-A)* and the *Producer's Certificate (4-A)*.

This individual is responsible for:

- Ensuring that all program requirements are met at each production site.
- Organizing and maintaining quality related documents.
- Monitoring non-conformance trends and any actions taken to correct and/or prevent them.
- Consulting with other members on practices and procedures relative to program requirements.
- Choosing and determining satisfaction with suppliers of goods and services.
- Ensuring that all employees receive training and understand the program requirements.
- Participating in Internal Reviews and/or Management Reviews for the program.
- Making feedback based production decisions from the *Producer Summary Sheet (12-A)*.

### **1.4.2 Production Staff**

Reports to the Livestock Production Manager and is responsible for tasks as assigned by the Livestock Production Manager.

### **1.5 ACCURACY OF CLAIMS**

The <**program name**> Program Quality Coordinator will ensure that all specific promotional claims made by any distributors of these products are consistent with specified raising practices and conform to USDA-approved regulations.

<b>Requirement 2 Section 2</b>	<b>2. QUALITY SYSTEM</b>
------------------------------------	--------------------------

**2.1 QUALITY SYSTEM OBJECTIVES**

The objective of the <program name> quality system is to create a means for ensuring that its beef products meet the following requirements:

**2.1.1 Program Requirements: (Process Verified Points)**

- No growth hormones
- No sub-therapeutic antibiotics
- No antibiotics during finishing phase
- Source of origin verified

**2.2 PRODUCER FLOW CHART**

*An outline of the major steps involved in the production phase of the <program name> products and the appropriate quality checks and related documents.*

<b>PROCESS PROCEDURES</b>	<b>QUALITY SYSTEM CHECKS</b>	<b>RELATED DOCUMENTS</b>
<b>PROGRAM PARTICIPATION</b>	<ul style="list-style-type: none"> <li>• Verification of program participant approval.</li> <li>• Producer identified by name, address and producer code.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Approved Producer List (9-A)</i></li> <li>• <i>Producer's Certificate (4-A)</i></li> </ul>
<b>ANIMAL IDENTIFICATION</b>	<ul style="list-style-type: none"> <li>• Each animal identified with an ear tag number by the time they are weaned.</li> <li>• Ear tag identification numbers are maintained on Animal Passports.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Animal Identification During Production (SOP2-A)</i></li> <li>• <i>Animal Passport (7-A)</i></li> </ul>
<b>PRODUCTION CRITERIA</b>	<ul style="list-style-type: none"> <li>• Cattle raised on operation from birth through slaughter</li> <li>• Animal raising practices are identified and described to verify production controls.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Livestock Production Practices (SOP1-A)</i></li> <li>• <i>Producer Delivery Affidavit (5-A)</i></li> </ul>
<b>REFERENCE MATERIALS</b>	<ul style="list-style-type: none"> <li>• Have manual available for reference at all times</li> <li>• Be able to reference program requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Producer Training Guide</i></li> <li>• <i>Approved Supplier List (8-A)</i></li> <li>• <i>Farm/Ranch Organizational Structure (6-A)</i></li> </ul>
<b>MAINTAIN APPROPRIATE DOCUMENTATION</b>	<ul style="list-style-type: none"> <li>• Internal audit conducted at least semi-annually at selected operations. Each operation must be reviewed at least once within a 2 year period.</li> <li>• Records maintained to provide animal traceability.</li> <li>• Producer affidavit must accompany animal to slaughter plant.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Producer Internal Review Report (13-A)</i></li> <li>• <i>Producer Delivery Affidavit (5-A)</i></li> <li>• <i>Animal Passport (7-A)</i></li> </ul>

*Contract review is a means for ensuring that the product requirements are adequately defined and documented, ensuring that customer needs are known and understood.*

### **3.1 CONTRACT REVIEW**

Contracts are reviewed verbally or in writing to ensure that:

- Details such as date, quality, weight, and price are clearly defined and documented.
- Parties have the ability to meet the requirements of the contract.
- Disagreements in the contract are resolved before it is considered binding.
- Contracts may be reviewed and summarized on the *Contract Review/Summary (2-A)*.
- The Program Quality Coordinator or other specified individual is responsible for slotting of the cattle which is recorded on the *Producer Slotting List (10-A)*.

### **3.2 CONTRACT ELEMENTS TO BE REVIEWED**

*All contract details are agreed upon by both the supplier and the customer. Important details to discuss are listed below.*

#### **3.2.1 Elements to be Reviewed Between Producer and Processor**

- Live animal quality specifications such as cattle characteristics (breed, sex, weight, age, confirmation, etc.)
- Specific production practices as listed in Section 2.1.1.
- Quantity of animals.
- Price of animals.
- Transportation and delivery arrangements
- Any other applicable instructions
- Through the use of processor feedback, pricing, and cutout sheet, customer feedback reaches the producer. Livestock Production Managers are able to make production decisions to increase their own total returns.

### **3.3 CONTRACT REVIEW ACTIVITIES**

### **3.4 PROGRAM QUALITY COORDINATOR**

- A specified person known as the <program name> Program Quality Coordinator negotiates purchasing and supply agreements between all parties involved with the <program name>.
- This individual works with the <program name> and all customers to establish and review purchasing contracts and agreements and evaluate the program's capacity and capability of satisfying requirements.
- No claims are verbalized or printed in association with the product without the specific approval of the <program name> Program Quality Coordinator. It is understood that all claims must be approved by the USDA before they can be used in product marketing.
- The use of any statements not listed on the *Contract Review/ Summary (3-A)* is specifically prohibited.

#### **4.1 RECORDS**

The quality system documents include the Producer Quality Manual and all forms, records and standard operating procedures associated with the <program name> quality system. These documents are used to demonstrate compliance with the specified program requirements.

#### **4.2 QUALITY SYSTEM OBJECTIVES**

The objective of the <program name> quality system is to create a means for ensuring that its beef products meet the following requirements:

##### **4.2.1 Program Requirements: (Process Verified Points)**

- No growth hormones
- No sub-therapeutic antibiotics
- No antibiotics during finishing phase
- Source of origin verified

#### **4.3 QUALITY SYSTEM DOCUMENTATION**

This Producer Quality Manual, along with its referenced Standard Operating Procedures (SOPs), forms, and records, describes the <program name> quality system as it pertains to the raising of cattle for its beef program.

#### **4.4 DOCUMENTATION AT PRODUCTION SITES**

The Producer Training Guide is a condensed version of the actual quality manual and is located at all production sites.

<b>Requirement 5 Section 5</b>	<b>5. PURCHASING</b>
------------------------------------	----------------------

*Purchased products and subcontractors must conform to the specified program requirements.*

**5.1 PURCHASED PRODUCT PERFORMANCE**

The Livestock Production Manager will list the suppliers of purchased products such as feed, feed supplements, vaccinations, etc., on the *Approved Supplier List (8-A)*. This list will be reviewed by the Livestock Production Manager periodically. The periodic review will be used to determine the satisfaction with the purchased products and if any changes should be made to the supplier of purchased products.

**5.2 SUBCONTRACTOR PERFORMANCE**

The Livestock Production Manager will list the suppliers of purchased services such as pregnancy checking, embryo transplanting, vaccination services, and other veterinarian services, etc, on the *Approved Supplier List (8-A)*. This list will be reviewed by the Livestock Production Manager periodically. The periodic review will be used to determine the satisfaction with the purchased services and subcontractors and if any changes should be made to the supplier of purchased services.

**6.1 CUSTOMER/PROGRAM SUPPLIED PRODUCT EVALUATION**

Program supplied products include passports, ear tags, and other miscellaneous products. These are provided on an annual basis and as needed throughout the year. The Program Quality Coordinator inspects the quality of these products when determining which products to use. The Program Quality Coordinator also receives feedback on the usefulness of these products from the Livestock Production Managers throughout the year during regular contact and discussion.

**6.2 CUSTOMER/PROGRAM SUPPLIED PRODUCT IMPLEMENTATION**

Products are generally purchased by the Program Quality Coordinator on an annual basis and are distributed to the Livestock Production Managers for use upon their discretion.

**6.3 REPORTING PROBLEMS**

If Livestock Production Managers run out of, or have a problem with the supplied products, they are to contact the Program Quality Coordinator to resolve the problem. It is then up to the Program Quality Coordinator to resolve the problem based on the severity and the number of Livestock Production Managers reporting the specific problem.

## **7.1 THE IDENTIFICATION AND TRACEABILITY PROGRAM**

The <**program name**> animal tracking system consists of the following components:

- Producer code
- Animal ear tag number
- Processing lot number
- Processing date

## **7.2 PRODUCER CODE**

The producer code identifies the farm on which the animal is raised. Producers in the <**program name**> are assigned a two-digit number. These producer codes are listed on the *Approved Producer List (9-A)*.

## **7.3 ANIMAL EAR TAG NUMBER**

Animals must be ear tagged by the time weaning takes place. All production information pertaining to the history of an animal is maintained by the producer using this number as a key. An example of an ear tag can be viewed on the *Animal Identification During Production (SOP2-A)*.

## **7.4 RECORD OF IDENTITY**

Ear tag numbers, producer code, and other identification information are recorded on the *Animal Passport (7-A)*. The *Animal Passport (7-A)* is used from the time the animal is identified and is delivered with the animal at the processing plant to maintain traceability. In addition to the ear tag number, other identifiers are listed on the *Animal Passport (7-A)* that should make the animal easier to identify if an ear tag should be lost at any point in production or in the delivery process.

## **7.5 PRODUCT IDENTIFICATION**

The processing lot number is assigned at the processing plant to all animals that are slaughtered within the same week. It is a three-digit number in a consecutive numerical system beginning with 001. Each animal is assigned with an ear tag number, producer number and processing lot number to maintain total traceability.

## **7.6 TRACEABILITY**

This product identification system provides a way to capture original producer and animal information, the date of processing, and other relevant information needed to maintain the quality of the products associated with this program. Using the above mentioned methods, animals are identified upon initial acceptance into the program at or before weaning, and are identified the remainder of their lifetime as well as through processing. This identification process is necessary as producers get paid based on the performance of individual animals.

**Requirement 8  
Section 8**

**8. PROCESS CONTROL**

**8.1 PROGRAM ACTIVITY PROCEDURES**

Procedures for all program activities are outlined in Section 2 along with the accompanying SOPs.

**8.2 AVAILABILITY OF ACTIVITY PROCEDURES**

Details of program activities, SOPs, and forms are located in the Producer Training Guide. The Producer Training Guide is readily available to all employees at each production location for reference when necessary.

**8.3 PRODUCT ACCEPTABILITY EVALUATION FLOWCHART**

The following flowchart describes the procedures for determining acceptability of animals at critical points in the production process and the appropriate references for production.

<b>PRODUCT EVALUATION</b>	<b>WHEN/WHY</b>	<b>BY WHOM</b>	<b>NON-CONFORMANCE ACTIONS</b>
<b>ON-FARM PROGRAM INSPECTION/INITIAL INTERNAL REVIEW</b>	<ul style="list-style-type: none"> <li>Conducted when individual requests &lt;program name&gt; membership.</li> <li>Must be approved before marketing animals.</li> </ul>	<ul style="list-style-type: none"> <li>Program Quality Coordinator</li> <li>Refer to <i>Live Animal Slotting Guidelines (SOP4-A)</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Possible request for membership denial.</li> <li>Changes are made to fix the non-conformances and membership is granted.</li> </ul>
<b>LIVE ANIMAL IDENTIFICATION</b>	<ul style="list-style-type: none"> <li>Assign identification using a unique ear tag number by the time the calf is weaned to maintain animal and product traceability.</li> </ul>	<ul style="list-style-type: none"> <li>Livestock Production Manager</li> <li>Refer to <i>Live Animal Slotting Guidelines (SOP4-A)</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Animals not identified through ear tag number are not allowed to be marketed through the program.</li> </ul>
<b>ANTIBIOTIC REVIEW</b>	<ul style="list-style-type: none"> <li>Review therapeutic antibiotic usage to determine program compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Livestock Production Manager</li> <li>Refer to <i>Live Animal Slotting Guidelines (SOP4-A)</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and remove from program if not in compliance.</li> </ul>
<b>ANIMAL SELECTION</b>	<ul style="list-style-type: none"> <li>Select animals for final feeding phase.</li> <li>Conduct review of animal health history to determine if hormone, antibiotic and feed practices are in accordance with program requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Livestock Production Manager</li> <li>Refer to <i>Live Animal Slotting Guidelines (SOP4-A)</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and remove from program if not in compliance.</li> </ul>
<b>FINAL EVALUATION</b>	<ul style="list-style-type: none"> <li>Conduct review of animal health history to determine if hormone, antibiotic and feed practices are in accordance with program requirements.</li> <li>Conduct final visual evaluation before delivery to processing plant.</li> </ul>	<ul style="list-style-type: none"> <li>Livestock Production Manager</li> <li>Refer to <i>Live Animal Slotting Guidelines (SOP4-A)</i>.</li> <li>Complete <i>Producer Delivery Affidavit (5-A)</i> and <i>Animal Passport (7-A)</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and remove from program if not in compliance.</li> </ul>

<b>Requirement 9 Section 9</b>	<b>9. INSPECTION AND TESTING</b>
------------------------------------	----------------------------------

**9.1 DEVELOPING INSPECTION AND TESTING PROCEDURES**

Procedures must be maintained for all inspection and testing activities conducted to support the objectives of the quality system. Below is an outline of the inspections that are performed in association with the <program name>.

TESTS	PROCEDURES	DOCUMENTS
<b>INITIAL ON-FARM INSPECTION</b>	<ul style="list-style-type: none"> <li>On-farm inspection by program quality coordinator.</li> </ul>	<ul style="list-style-type: none"> <li><i>Livestock Production Practices (SOP1-A).</i></li> <li><i>Producer’s Certificate(4-A)</i></li> </ul>
<b>ON-FARM INTERNAL REVIEW</b>	<ul style="list-style-type: none"> <li>Completed by reviewer.</li> </ul>	<ul style="list-style-type: none"> <li><i>Producer Internal Review Report (13-A).</i></li> </ul>
<b>SIGNED DELIVERY AFFIDAVIT</b>	<ul style="list-style-type: none"> <li>Producer signs upon delivery of cattle to processor</li> </ul>	<ul style="list-style-type: none"> <li><i>Producer Delivery Affidavit (5-A)</i></li> </ul>
<b>LIVE ANIMAL PASSPORT</b>	<ul style="list-style-type: none"> <li>Producer completes passport</li> <li>Copies of Animal Passport (kept on file by Program Quality Coordinator)</li> </ul>	<ul style="list-style-type: none"> <li><i>Animal Passport (7-A)</i></li> </ul>

**9.2 INSPECTION RECORDS**

Results of all inspections must be recorded and maintained in the appropriate program records. The quality inspection outline (see above) indicates the appropriate records that must be maintained for the results of each inspection. These documents are maintained in the Producer Training Guide for each operation.

**9.2.1 Non-Conformance Record**

In the event a non-conformance incidence occurs, it will be recorded on the *Animal Passport (7-A)*.

- Non-conformance incidences include situations that make the animal unable to be marketed through the program. Some of these situations can be remedied while others cannot.
- Information that may be recorded includes details on the nature of the incidence, any actions taken, and the individuals responsible for detection and corrective actions.
- Non-conformances should be reviewed periodically and at pre-determined Internal Reviews to determine if any changes in production practices are warranted.

<b>Requirement 10 Section 10</b>	<b>10. CONTROL OF INSPECTION, MEASURING AND TEST EQUIPMENT</b>
--------------------------------------	--

### **10.1 INSPECTION AND TESTING EQUIPMENT**

All inspection and testing is conducted as described in Section 9. Section 10 is not applicable because there is no equipment used in the inspection and testing process on the production operations.

**11.1 IDENTIFICATION**

Animals must be ear tagged by the time weaning takes place. All production information pertaining to the history of this animal is maintained by the producer using this number as a key. An example of an ear tag can be viewed on the *Animal Identification During Production (SOP2-A)*. The ear tag number, other identifying features and production information, including non-conformances are listed on the *Animal Passport (7-A)*. Please see Section 7 for more identification information. Throughout each inspection point during production (as described in Section 9), the animal continues to be identified using an ear tag.

**11.2 IDENTIFICATION OF ANIMAL STATUS**

**11.2.1 Animal Non-Conformances**

All animals failing to meet system requirements will be identified by the Livestock Production Manager. If necessary, animals will be segregated at the discretion of the Livestock Production Manager. The *Animal Passport (7-A)* includes a yes/no animal compliance question. In addition, a space is provided to state the nature of the non-conformance, disposition of the animal, and other pertinent information.

**11.2.2 Animal Non-Conformance Reporting**

During the Internal Review the *Animal Passports (7-A)* are analyzed and any recurring non-conformances are recorded onto the *Producer Internal Review Report (13-A)*. Recurring non-conformances should be reviewed and preventative action should be taken.

**11.2.3 Animal Non-Conformance Reporting from Processor**

Some non-conformances are not detectable until slaughter and fabrication. The processor provides feedback on processing non-conformances on the *Producer Summary Sheet (12-A)*. This information is used by the producer to implement corrective and preventative production practices.

## **12.1 NON-CONFORMANCE STATUS**

*Procedures must include methods of controlling animals not meeting program requirements and preventing their commingling with acceptable animals when appropriate.*

### **12.1.1 Identifying Acceptable Products**

- SOPs describe procedures for identifying acceptable animals at each critical point of various stages of production.
- Inspection procedures are listed in the table in Section 9.1
- For further requirements see the appropriate Standard Operating Procedures; *Livestock Production Practices (SOP1-A)*, *Animal Identification During Production (SOP2-A)*, *Animal Non-Conformance Practices (SOP3-A)*, and *Live Animal Slotting Guidelines (SOP4-A)*.

## **12.2 IDENTIFYING AND SEGREGATING NON-CONFORMING PRODUCTS**

- Methods of identification of non-conforming animals include documentation of ear tag or other credible producer verification system. These methods will vary with production operation.
- In addition, non-compliant animals should be segregated when condition necessitates or farm facilities allow. Segregation is up to the discretion of the Livestock Production Manager.

### **12.2.1 Responsible Persons**

- The Livestock Production Manager is responsible for approving the animal to continue participation in the program at every stage of production.
- Those responsible for the inspection and determination of non-conformance status are listed in the table in Section 9.1.

### **12.2.2 Non-Conformance Record**

In the event a non-conformance incidence occurs, the Livestock Production Manager will take action appropriate to the severity of the non-conformance.

- Non-conformances are logged on the *Animal Passport (7-A)*.
- The log may contain information on the nature of the incidence, any actions taken, and the individuals responsible for detection and corrective actions.
- The non-conformance log should be reviewed periodically and at pre-determined Internal Reviews to determine if any changes in production practices are warranted.

### 12.2.3 Non-Conformance Procedures Outline Flowchart

***Non-Conformance Procedures Outline: The following is an outline of the procedures that should be followed when an animal is determined to be non-conforming to the standards of the <program name>. Specific instructions for each phase of the production stage can be reviewed in the appropriate Standard Operating Procedures.***

NON-CONFORMANCE STEP	DESCRIPTION	RELEVANT DOCUMENTS
<b>IDENTIFICATION</b>	<ul style="list-style-type: none"> <li>• Identifies any animal that does not meet the quality characteristics of the &lt;program name&gt;.</li> <li>• Inspections done at various stages of production (See Section 9.1).</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Animal Identification During Production (SOP2-A)</i></li> <li>• <i>Livestock Production Practices (SOP1-A)</i></li> </ul>
<b>EVALUATION</b>	<ul style="list-style-type: none"> <li>• Evaluates extent of non-conformance.</li> <li>• Determine if animal should be eliminated from the program or if non-conformance can be changed.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Livestock Production Practices (SOP1-A)</i></li> </ul>
<b>SEGREGATION</b>	<ul style="list-style-type: none"> <li>• Document the non-conforming animal and segregate if appropriate and if farm facilities allow.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Animal Passport (7-A)</i></li> </ul>
<b>NOTIFICATION/RECORD</b>	<ul style="list-style-type: none"> <li>• Non-conforming animals must have their <i>Animal Passport (7-A)</i> updated.</li> <li>• Producer must record all animals as conforming at time of delivery.</li> <li>• Processor will record non-conforming carcasses and provide comments on the <i>Producer Summary Sheet (12-A)</i>.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Animal Passport (7-A)</i></li> <li>• <i>Producer Delivery Affidavit (5-A)</i></li> </ul>
<b>REVIEW AND DISPOSITION</b>	<ul style="list-style-type: none"> <li>• Consider alternative actions for non-conforming animals.</li> <li>• If possible, change circumstances, allowing animal to be conforming. (for example, replace ear tag to animal that is missing identification, or start passport for animal who does not have one)</li> <li>• All actions taken should be recorded on <i>Animal Passport</i>.</li> <li>• If not able to make animal conforming, animal must be removed from program and cannot be marketed through the program.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Animal Passport (7-A)</i></li> </ul>

**Requirement 13**  
**Section 13**

**13. CORRECTIVE AND PREVENTIVE ACTION**

*Please see the flowchart in Section 12.2.3 for information pertaining to all requirements in Section 13.*

**Requirement 14**  
**Section 14**

**14. HANDLING, STORAGE, PACKAGING AND MARKING**

*This section does not pertain to the production operations.*

**15.1 DOCUMENT CONTROL MASTER LIST**

- The *Producer Document Control Master List (1-A)* is used to identify and catalog all relevant documents associated with the <program name> quality system.
- Forms listed on the *Producer Document Control Master List (1-A)* refer to the document design and layout only.
- The *Producer Document Control Master List (1-A)* must be accessible to employees as needed and is included in the Producer Training Guide.

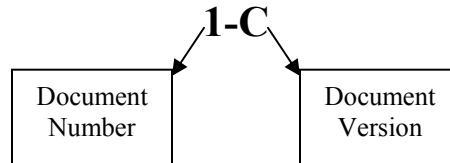
**15.2 DOCUMENT IDENTIFICATION**

- The *Producer Document Control Master List (1-A)* lists the current versions of forms and SOPs.
- The Program Quality Coordinator is responsible for keeping the list up to date and for forwarding any changes to the producers. See Section 15.5 for more information.

**15.2.1 Form Identification System**

**Forms** are used to communicate information among operating personnel. Each form is assigned a unique title and identification code. For example,

**Document/Procedures Change Request**

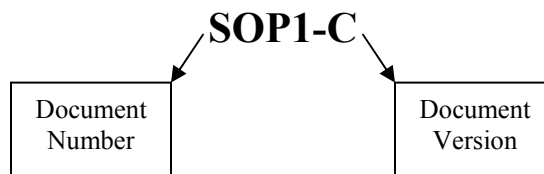


- The form identification code consists of a number assigned to the specific document and a single letter representing the version.
- The initial version of a document is assigned the letter A, the first revision is assigned the letter B, etc.

**15.2.2 SOP Identification System**

**SOPs** (Standard Operating Procedures) are work instructions for process steps directly affecting the quality of the product. Each SOP is assigned a unique name and identification code. For example,

**Livestock Production Practices**



- The SOP identification code consists of a name/number assigned to the specific document and a single letter representing the version.
- The initial version of a document is assigned the letter A, the first revision is assigned the letter B, and so on.

### 15.3 DOCUMENT RETENTION

- Original copies of the Producer Quality Manual, *Producer Document Control Master List (1-A)* and Producer Training Guide are retained by the <program name> Program Quality Coordinator.
- A copy of the Producer Training Guide including completed versions of the appropriate forms, are kept on file at the farm by the Livestock Production Manager and are protected from unauthorized removal and/or changes.
- The Livestock Production Manager will ensure that employees have access to current versions of all quality system documents as appropriate.
- New documents are listed on the *Producer Document Control Master List (1-A)* once approval has been received.

### 15.4 LENGTH OF DOCUMENT RETENTION

Old versions will be filed on the farm for reference for a minimum of 1 year after being replaced. After this time they may be destroyed.

### 15.5 DOCUMENT CHANGE PROCEDURES

Any changes in the program that affect product characteristics, control, or traceability must be approved by the USDA Agricultural Marketing System, Livestock and Seed Division (AMS LS) prior to implementation. The <program name> Program Quality Coordinator is responsible for determining whether changes meet this definition. For this reason any change to the Producer Quality Manual, the *Producer Document Control Master List (1-A)*, and/or any referenced document must be authorized by this individual before it is implemented on the farm.

- A request describing the proposed change must be submitted to the <program name> Program Quality Coordinator before the existing document/procedure is changed. Changes will be recorded on *Document/Procedure Change Request Form (2-A)*.
- This individual will then ensure that USDA AMS LS approval is received, if necessary, before authorizing the change.
- Receipt of an “accepted” request authorizes the Program Quality Coordinator to ensure that;
  - the appropriate document is changed accordingly and a new revision letter assigned
  - the *Producer Document Control Master List (1-A)* is updated
  - all outdated copies of the document are destroyed except for those that are filled out and must be kept as records and the required master copy.
  - all production personnel affected by the change are notified of the new document/procedure

Written approval of document revisions must be maintained on file at all times.

*An Internal Review Program is used to determine if the program procedures are adequate to sustain daily operations and fulfill all of the requirements of the Quality System Verification Program (QSVP).*

### **16.1 INTERNAL REVIEWS**

- The first internal review on each production operation occurs when the Program Quality Coordinator reviews the operation for **<program name>** membership. The Program Quality Coordinator verifies that the practices on a particular operation are in line with the requirements of the **<program name>**.
- Further internal reviews may take place at the discretion of the Program Quality Coordinator. Each operation must be reviewed at least once within a 2-year period.
- The reviews are conducted by an individual appointed by the **<program name>** Program Quality Coordinator.
- A process is in place to verify that both the person conducting internal audits and the process of the internal reviews are effective and that the overall process is valid.
- The person chosen to verify the internal auditing process must not be an official member of **<program name>**. Examples of designees to conduct this verification include a county agent or state extension specialist. This verification process can be addressed during an Annual Management Review.

### **16.2 INTERNAL REVIEW RECORDS**

The designated reviewer is responsible for documenting the Internal Review on a *Producer Internal Review Report (13-A)* and will communicate with employees responsible for the various activities being reviewed to:

- Observe activities and tasks being performed to determine if they are consistent with the required practices.
- Review changes implemented based on previous Internal Reviews.
- Review non-conformance notes for completeness.
- Verify that appropriate employee training is being conducted.

#### **16.2.1 Internal Review Reporting**

- The Internal Review Report is shared with the Livestock Production Manager and the Program Quality Coordinator.
- Completed reports are maintained by the Program Quality Coordinator for review at any time.

### **16.3 MANAGEMENT REVIEW**

#### **16.3.1 Review Frequency**

Management Reviews are to be held at least once a year, perhaps at an annual **<program name>** meeting, but may be held as often as needed.

#### **16.3.2 Review Participants**

The Program Quality Coordinator is to meet with the available or appointed <program name> Livestock Production Managers for internal reviews. These individuals are familiar with the <program name> quality system and provide summary level information about known customer complaints, internal review results, and animal and product non-conformances.

#### **16.3.3 Management Review Activity**

The participants review changes to the quality system that were adopted after the previous meeting for completeness and effectiveness. They determine any new changes that need to be made by identifying patterns of customer complaints, animal and product non-conformances, and internal review findings.

#### **16.3.4 Management Review Reporting**

Each Management Review is documented by an appointed person in the meeting minutes, including date of review, details of any preventive actions or policy changes, along with names of responsible individuals and planned completion dates. Minutes are retained by the Program Quality Coordinator.

*The system for delivering and documenting training on the <program name> to key personnel is designed to ensure that quality policies are followed and special claims are accurately communicated to customers.*

## **17.1 EMPLOYEE TRAINING AND CERTIFICATION**

### **17.1.1 Program Training**

- Upon successful completion of an on-farm internal review, Livestock Production Managers are given a training guide on the <program name>.
- Members sign the *Producer's Certificate (4-A)*.
- Copies of the signed forms are kept on file by the Program Quality Coordinator and the Livestock Production Manager.
- The main points of the training guide are reviewed with the Livestock Production Manager by the Program Quality Coordinator.

### **17.1.2 General Training**

In addition to the specialized training for this program, Livestock Production Managers as well as production staff participate in other types of training. Areas of training may include but are not limited to:

- Local county extension programs
- Natural Resource Conservation Service (NRCS) programs
- Organic certification programs
- Other livestock and/or grain alliances
- Any other training or involvement that educates and pertains to on-farm production

## **17.2 CERTIFICATION**

Upon completion of the specified activities in Section 17.1.1, a producer is certified to deliver cattle as a member of the <program name>. The accompanying documentation is proof that the producer has completed the necessary steps.

## **17.3 TRAINING DOCUMENTATION**

- The Training Record documents sessions, meetings, etc., that are considered to further educate producers in beef production and supporting activities.
- The Livestock Production Manager is responsible for ensuring that the *Producer Training Record (11-A)* is completed and on file for the operation. The training record may include training received by the Livestock Production Manager and the production staff.
- The training record must be maintained and stored on-site by the Livestock Production Manager.

**Requirement 18**  
**Section 18**

**18. STATISTICAL TECHNIQUES**

*When statistical methods are used to control product quality or integrity, the basis for those procedures must be clearly defined.*

The statistical procedures requirement is not applicable to this producer manual.

**Requirement 19**  
**Section 19**

**19. CONTROL OF PROMOTIONAL MATERIALS**

**19.1 PROMOTIONAL MATERIALS**

All promotional information is provided to the retailer from the <program name> Program Quality Coordinator.

Promotional materials are reviewed by the Program Quality Coordinator to assure that all label claims and statements are accurate. These assurances deal with but are not limited to the production claims listed in this QSVP manual.

Furthermore, the producer may interact with customers one to two times per year in the retail stores to promote products and answer questions. Promotional materials are not handled by production operations. The Program Quality Coordinator is responsible for all marketing materials.

<b>Requirement 20 Section 20</b>	<b>20. CUSTOMER SATISFACTION</b>
--------------------------------------	----------------------------------

*The Management Review Program is used to determine if the overall quality system is effective in continuously meeting the QSVP requirements, the stated Quality Policy, and the objectives of the program.*

### **20.1 CUSTOMER APPROVAL PROCEDURES**

Producers receive approval and comments based on the quality of their animals from the processor as according to contract specifications with the processor. These traits translate into returns to the producer. The price paid per animal is listed on the *Producer Summary Sheet (12-A)*. Each producer receives this record with payment for his cattle.

### **20.2 IMPROVEMENT EFFORTS**

The *Producer Summary Sheet (12-A)* is considered direct feedback as to the customer approval of the product that was delivered. Producers can view the summary sheet and determine which cattle brought higher prices. They can then determine the differences in production or genetics that made certain cattle out-perform others and try to duplicate those production efforts in the future. In this way, a producer can, over time, seek to increase the average price per pound he receives.

**QSVP PRODUCTION**  
**FORMS AND RECORDS**

# PRODUCER DOCUMENT CONTROL MASTER LIST

## 1-A

Maintained by: \_\_\_\_\_

Category	Document Name	Number	Issue/Revision Date	Version
<b>Forms</b>	Producer Document Control Master List	1	01/01/04	A
	Document/Procedure Change Request Form	2	01/01/04	A
	Contract Review/Summary	3	01/01/04	A
	Producer's Certificate	4	01/01/04	A
	Producer Delivery Affidavit	5	01/01/04	A
	Farm / Ranch Organizational Structure	6	01/01/04	A
	Animal Passport	7	01/01/04	A
	Approved Supplier List	8	01/01/04	A
	Approved Producer List	9	01/01/04	A
	Producer Slotting List	10	01/01/04	A
	Producer Training Record	11	01/01/04	A
	Producer Summary Sheet	12	01/01/04	A
	Producer Internal Review Report	13	01/01/04	A
<b>Standard Operating Procedures</b>	Livestock Production Practices	SOP1	01/01/04	A
	Animal Identification During Production	SOP2	01/01/04	A
	Animal Non-Conformance Practices	SOP3	01/01/04	A
	Live Animal Slotting Guidelines	SOP4	01/01/04	A



## CONTRACT REVIEW / SUMMARY

### 3-A

#### General Information

Contracts, both written and verbal, are made between the processor and the producers. Changes can only be made and approved by the Program Quality Coordinator and the <program name> members. Copies of the current and previous contracts must be on file with the Program Quality Coordinator. Below is a list of possible elements that should be included in the contract review. See Section 3 for more details.

A few of the possible elements to be reviewed:

- Product quality specifications such as carcass characteristics
- Transportation or delivery agreements

Information Needed	Contract Summary	Approval
<p><b>What are the contract specifications?</b></p> <p>(i.e. price, quantity, product specification, delivery/transportation, etc.)</p>		
<p><b>If this is an update to an existing contract, what is the reason for the change?</b></p> <p>(i.e. fluctuation in market price, etc.)</p>		
<p><b>Effective start date?</b></p>		

Note: Copies of current and past contract reviews must be on file with the Program Quality Coordinator.

**PRODUCER'S CERTIFICATE**  
**4-A**

\_\_\_\_\_ (owner) has an operation at (address)  
\_\_\_\_\_. The calves produced on this farm are used in production of natural beef. They are raised without the use of growth hormones, sub therapeutic antibiotics, or steroids. I personally am the owner and have fed the beef at my farm.

I certify that the beef delivered to the processor, have been under my supervision 100% of their lifetime. The beef have been raised without the use of growth hormones, sub therapeutic antibiotics, and steroids. The animals are numbered by ear tag numbers and are traceable from birth to slaughter.

\_\_\_\_\_  
(Producer Signature)

\_\_\_\_\_  
(Date)



**FARM / RANCH ORGANIZATIONAL STRUCTURE**  
**6-A**

Farm / Ranch Name: _____
Livestock Production Manager 1.4.1 <i>Owner and/or family member(s)</i> Name: _____ Name: _____
Production Staff 1.4.2 <i>Owner, Family Member(s), and/or Hired Help</i> Name: _____ Name: _____

**ANIMAL PASSPORT**

7-A

**ANIMAL EAR TAG # :** \_\_\_\_\_

**ANIMAL PASSPORT**

7-A

SEX:  M  F

**PRODUCER CODE:** \_\_\_\_\_

**COLOR/PATTERN:**  Black  Brown  Red  
 White  Red Roan  Black Baldy  Black Roan  
 Red Baldy  Solid  Dairy

DATE FINISHING BEGAN: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

GROWTH HORMONES:  Y  N

SUBTHERAPEUTIC ANTIBIOTICS:  Y  N

ANTIBIOTICS DURING FINISHING:  Y  N

DATE ANIMAL DELIVERED: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

**Animal is in compliance?**  YES  NO

\_\_\_\_\_  
(producer signature)

**Use the space below to list non-conformances including antibiotic treatments and steps to fix non-conformance.**

# APPROVED SUPPLIER LIST

## 8-A

In the spaces below, please list names of providers of specific supplies and services. Please list the name of your primary veterinarian, supplement provider, and feed provider if you obtain feed from outside your own operation.

Contact Person: \_\_\_\_\_

Producer Code: \_\_\_\_\_

SERVICE	PROVIDER	DATE BEGAN USING	DATE FINISHED USING





**PRODUCER TRAINING RECORD**  
**11-A**

Producer Code: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Name and Position	Description of Training	Location	Date Completed	Approved By:



# PRODUCER INTERNAL REVIEW REPORT

## 13-A

Producer Name: \_\_\_\_\_ Date/Time of On-Site Inspection: \_\_\_\_\_

Farm Location/Phone: \_\_\_\_\_ Inspector: \_\_\_\_\_

### Forms and Documents:

	Yes	No
A copy of the <program name> Producer Training Guide is on site?	<input type="checkbox"/>	<input type="checkbox"/>
The producer is familiar with the contents of the Producer Training Guide?	<input type="checkbox"/>	<input type="checkbox"/>
Enclosed in the Producer Training Guide are filled out copies of: -Membership papers?	<input type="checkbox"/>	<input type="checkbox"/>
-Approved Supplier List (8-A), Producer Training Record (11-A)?	<input type="checkbox"/>	<input type="checkbox"/>
The Program Quality Coordinator contact information is on site?	<input type="checkbox"/>	<input type="checkbox"/>
Animal Passports (7-A) are present and updated for each animal that is to be marketed through the <program name>?	<input type="checkbox"/>	<input type="checkbox"/>

### Identification and Traceability:

	Yes	No
Each animal is identified using a unique ear tag number by the time they are weaned?	<input type="checkbox"/>	<input type="checkbox"/>
Each animal has its own specific Animal Passport (7-A) where the animal is identified and non-conformances are listed?	<input type="checkbox"/>	<input type="checkbox"/>
Non-conforming animals are segregated when appropriate?	<input type="checkbox"/>	<input type="checkbox"/>
The operation is maintaining effective records to verify the QSVP points?	<input type="checkbox"/>	<input type="checkbox"/>

### Cattle Management:

	Yes	No
Animals specified for marketing through the program are only steers and heifers?	<input type="checkbox"/>	<input type="checkbox"/>
Feed rations contain no hormones or subtherapeutic levels of antibiotics?	<input type="checkbox"/>	<input type="checkbox"/>
There is no evidence in the ears of use of growth promoting hormones in the form of implants?	<input type="checkbox"/>	<input type="checkbox"/>
Antibiotic treatments are not used in program calves during the finishing phase or last 90 days on feed?	<input type="checkbox"/>	<input type="checkbox"/>

### Quality of the Audit Trail:

Based on the inspection, once this producer's animals reach the customer, the <program name> can be traced.....

Easily and Completely     With a Few Problems     With Difficulty     Barely at All

### Effectiveness of Consumer Guarantee:

Based on this inspection, it is my evaluation that at the producer level, the <program name> is able to guarantee to the ultimate consumer that the producer requirements for QSVP certification under the <program name> are being satisfied.....

Easily and reliably     With a few problems     With difficulty     Generally Not

Comments:

**ATTESTION** We, the undersigned Program Quality Coordinator and Livestock Production Manager hereby attest that the information presented in this report, is true and accurate to the best of our knowledge.

\_\_\_\_\_  
Program Quality Coordinator

\_\_\_\_\_  
Livestock Production Manager

\_\_\_\_\_  
Date

# **LIVESTOCK PRODUCTION PRACTICES**

## **SOP1-A**

### **GENERAL PROGRAM**

All farming and livestock activities will be structured and executed to ensure compliance with product label claims.

### **HERD COW MANAGEMENT**

All livestock activities should be structured and executed to maintain a humane production system. The following is a list of production requirements to QSVP certified beef:

- Animals raised on farm from birth through slaughter.
- Animals may be only steers and heifers.
- All animals for QSVP certification will be fully traceable from birth to slaughter.

### **BIRTH TO FEEDLOT**

All calves and stockers should be managed in a manner designed to maximize both animal health and product quality.

- Feed rations are documented.
- No growth hormones or subtherapeutic doses of antibiotics are given.
- Calves are identified with an ear tag number by the time they are weaned.
- Complete records are kept to maintain animal traceability.

### **FEEDLOT TO SLAUGHTER**

All cattle in the finishing phase should be managed in a manner designed to maximize both animal health and product quality.

- Feed rations are documented.
- No growth hormones or subtherapeutic doses of antibiotics are given.
- Complete records are kept to maintain animal traceability.

## ANIMAL IDENTIFICATION DURING PRODUCTION SOP2-A

- Each calf will be identified by the time they are weaned using a unique number displayed on a tag attached to its ear. This identification should be backed up by written descriptions on the *Animal Passport (7-A)*.
- This number, assigned by the producer, is referred to as the “ear tag” number, and links the animal to its permanent records. Each animal will bear this identification number at all times. An example of an ear tag is shown below.
- Notes should be made of any changes in tags, including reapplied tags, on the *Animal Passport (7-A)*.
- When an animal is delivered to a processing plant its ear tag number will be listed on the accompanying *Producer Delivery Affidavit (5-A)*.
- If animals are lacking identification upon arrival or at any other time, *Producer Delivery Affidavits (5-A)* or *Animal Passports (7-A)* will be used to identify animal.
- Identification may be noted using traits such as breed, sex, size, weight, ear tag number missing from group, polled or non-polled, and other unique characteristics.



## ANIMAL NON-CONFORMANCE PRACTICES SOP3-A

*This SOP describes non-conformances in detail and the action to be taken with regards to specific non-conformances.*

- If at any time during the life of the animal(s) it is treated with growth hormones, sub-therapeutic antibiotics, or receives therapeutic antibiotics during the finishing phase, the animal(s) must be identified and treatment must be noted so as to ensure the animal is not marketed through the program.
- Animal nonconformance identification may take various forms depending on the size of the operation (i.e. mental note, written recording, or segregation).
- This information should be recorded on the *Animal Passport (7-A)*.
- It may be a good practice to segregate ill animals that require antibiotic treatment as this may prevent transmission of disease as well as mistaken treatment of healthy animals.
- The “best practice” for identifying nonconforming animals is to record the animal(s) eartag number, note the nonconformance, and determine and document the corrective and preventative actions.
- The Livestock Production Manager is responsible for determining the disposition of nonconforming animals as to whether they should be delivered to the processing plant. The processor is responsible for determining whether animals will be accepted at the processing plant according to the <program name> quality system specifications.

*Often, animal non-conformances cannot be determined until the time of slaughter and/or processing.*

*The non-conformances include but are not limited to:*

- Incomplete castration
- Liver abscesses
- Growths (malignant and benign cysts)
- Dark Cutter
- Blood Spot
- Joint injury
- Bruises
- Disease
- Parasites
- Other

*A non-conformance of a food safety nature is determined at the processing plant. In the event of a non-conformance at the processing plant:*

- The producer of the non-conforming animal is contacted immediately.
- Feedback with regards to non-conformances/discounts is also listed on the *Producer Summary Sheet (12-A)*.

## LIVE ANIMAL SLOTTING GUIDELINES SOP4-A

The individual slotting the program beef must have the qualifications, training and experience to determine if the live animal quality characteristics are being met.

**Table 1.**

**<program name> Producer Program Requirements:**

- No Growth Hormones
- No Sub-therapeutic Antibiotics
- No antibiotics during finishing phase.
- Source of origin verified

**Table 2.**

**<program name> Live Cattle Specifications *(example)*:**

- Uniquely identifiable ear tags
- No dairy or Brahma Influence
- Beef type conformation
- No excessive evidence of hump, sheath, or dewlap
- Good growth and body form
- Moderate neck length
- Ample body length
- Long rump
- Well muscled rear quarter
- Trim flank and neat brisket
- Adequate height
- Good disposition and temperament
- No bulls or cows

**Renee Sanden\***  
former Extension Assistant  
Department of Agricultural Economics

**Lori Thielen**  
Extension Assistant  
Department of Agricultural Economics

**Michael Boland**  
Associate Professor  
Department of Agricultural Economics

\* Renee Sanden is a former extension assistant at Kansas State University and is currently a nutritionist for Sweetlix, a livestock nutrition supplement company, in Salt Lake City.

Funding for this project was provided by the Agricultural Marketing Resource Center and Kansas Cooperative Development Center.

Publications from Kansas State University are available on the World Wide Web at: <http://www.oznet.ksu.edu>

Agricultural economics publications can also be found at: <http://www.Agmanager.info>

**Kansas State University Agricultural Experiment Station and Cooperative Extension Service**

K-State Research and Extension is an equal opportunity provider and employer. Issued in furtherance of Cooperative Extension Work, Acts of May 8 and June 30, 1914, as amended. Kansas State University, County Extension Councils, Extension Districts, and United States Department of Agriculture Cooperating, George E. Ham, Interim Director.