



# Animal Care Participant Handbook

VERSION 4





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# 01

## Overview

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Launched in 2009, the National Dairy Farmers Assuring Responsible Management (FARM) Program helps earn the public's trust, demonstrating that dairy farmers share their values and are committed not only to quality animal care, but also to ensuring safe wholesome milk, high standards of environmental stewardship and exceptional work environments.

### **FARM Program Mission**

To aid dairy farmers and cooperatives/processors in assuring consumers and customers that dairy farmers manage their animals, workforce and land in a responsible manner through science-driven methods and a commitment to continuous improvement.

### **FARM Program Goal**

To assure consumers and customers that dairy farmers care for their animals, workforce and land in a humane and ethical manner.

# CELEBRATING 11 YEARS IN 2020

1990

The National Milk Producers Federation (NMPF) began publishing the *Milk and Dairy Beef Residue Avoidance* manual each year, first with the Dairy Quality Assurance Center, and then assuming sole management of the publication. This work evolved to become FARM Antibiotic Stewardship. Drug Residue Manual created.

1990 / 2002 / 2004 / 2008

NMPF develops & updates *Caring for Dairy Animals Technical Reference Guide* with the Dairy Quality Assurance Center.

1995 / 2002 / 2004 / 2008

NMPF jointly develops and updates *Caring for Dairy Animals Technical Reference Guide* with the Dairy Quality Assurance Center.

2002

NMPF publishes the Dairy Environmental Handbook *Best Management Practices for Dairy Producers*.

2010

Greenhouse Gas (GHG) Life Cycle Assessment (LCA) for fluid milk completed.

Work begins by the Innovation Center for U.S. Dairy to develop the Farm Smart tool to assist in estimating farm-level GHG emissions and energy intensity.

2009

Dairy Management Inc. (DMI) **introduces the National Dairy FARM Animal Care Program.**

U.S. dairy industry sets goal to reduce greenhouse gas emission intensity by 25% by 2020.

2010–2017

NMPF works with DMI to complete LCA and Farm Smart tool.

2012

Comprehensive LCA for fluid milk completed.

2013 / 2014

The Farm Smart tool undergoes pilot testing and is released.

2016

Transition of Farm Smart to the FARM Program begins via analysis, replication, system testing and piloting.

FARM Animal Care totals 98% of U.S. milk supply.

2017

FARM uses Farm Smart science to establish GHG calculator and **introduces FARM Environmental Stewardship.**

2018

**FARM introduces the Workforce Development** program area with a human resources and worker safety focus. FARM Animal Care becomes the 1st animal care program to reach ISO standards.

## FARM Program Areas

The Animal Care Program is the cornerstone of the FARM Program. Other program areas include:



### Antibiotic Stewardship

FARM advocates on behalf of dairy farmers by sharing their story and commitment to responsible use of antibiotics in dairy cattle for treatment, control and prevention of disease on a domestic and international platform. Additionally, FARM Antibiotic Stewardship provides ongoing education resource development focused on antibiotic use to keep cows healthy and our milk supply safe.



### Environmental Stewardship

Established in 2017, this program area details a comprehensive estimate of greenhouse gas emissions and energy use on dairy farms and provides tools and resources for farmers to measure and improve their footprint. FARM Environmental Stewardship helps farmers track advances in dairy production efficiency and to assure dairy customers and consumers of their ongoing commitment to environmental progress. Farmers also use the results to identify opportunities to increase their farm's sustainability and reduce production costs.



### Workforce Development

The Workforce Development program area was launched in 2018 by gathering expert and stakeholder input from the entire dairy value chain — farmers, cooperative staff, academics and other workforce development experts. This program area provides dairies across the country with guidance and best management practices around human resources (hiring, training and supervision) and worker health and safety. FARM Workforce Development is supported by an expanded suite of educational materials to assist farmers who want basic human resources tools and safety practices for their employees to increase worker engagement, reduce employee turnover and manage liabilities from the safety risks of dairy farming.

## FARM Program Supporters

The FARM Program is supported by three industry organizations:



### National Milk Producers Federation (NMPF)

NMPF is the voice of dairy cooperatives at our nation's capital. Its mission is to foster an economic and political climate in which dairy farmers, and the cooperatives they own, can thrive and prosper. Success assures consumers receive wholesome and nutritious dairy products at affordable prices. [Find out more at nmpf.org](http://nmpf.org).



### Dairy Management Inc. (DMI)

DMI is funded by America's 34,000-plus dairy farmers and dairy importers. DMI and its related organizations work to increase demand for dairy products through research, education and innovation, and to maintain confidence in dairy foods, farms and businesses. [Find out more at dairy.org](http://dairy.org).



### Innovation Center for U.S. Dairy

The Innovation Center for U.S. Dairy is a precompetitive forum founded by dairy farmers in 2008. It is led by CEOs and farmer leaders of dairy cooperatives, companies and retailers representing more than 60% of U.S. milk production, as well as CEOs from national associations representing dairy farmers and companies. The center's goal is to bring together leaders and experts from across the dairy community to align on category-wide priorities and best practices, and to advance a shared social responsibility platform. [Find out more at usdairy.com/about-us/innovation-center](http://usdairy.com/about-us/innovation-center).



## **FARM Program's International Organization for Standardization (ISO) Certification**

FARM is the world's first animal welfare program to meet World Organization for Animal Health (OIE) ISO Certification. This designation increases domestic and foreign customer trust in U.S. dairy and helps facilitate international trade negotiations.

## **FARM Program Customer Outreach**

The National Dairy FARM Program assists FARM Animal Care Program participants in providing aggregated data and proof points to dairy customers (i.e. retail, food service, package goods, etc.) to maintain confidence within the dairy supply chain. FARM develops multi-level relationships and provides impactful business materials to dairy customers. These actions help ensure the dairy industry is top of mind when customers have questions about on-farm animal care practices and in the development of any procurement policy or sourcing guidelines. The program demonstrates the dairy community's commitment to stewardship and social responsibility through event-based dialogue and supply chain alignment.

While the FARM Program provides a framework, business-to-business agreements may dictate shorter timelines and additional requirements.

For any questions or concerns, please contact one of the staff members listed below:

### **Angela Anderson**

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# **FARM Animal Care**

## **Does:**

- Create a framework and foundation for on-farm animal care
- Create a culture of continuous improvement
- Provide a snapshot of farm management practices
- Require farmer monitoring, oversight and active on-farm participation
- Rely on science and is facility and size neutral

## **Does not:**

- Ensure on-farm culture
- Replace supervision and management of employees
- Guarantee perfection or that best management practices are followed
- Eliminate challenges
- Eliminate threats to consumer trust

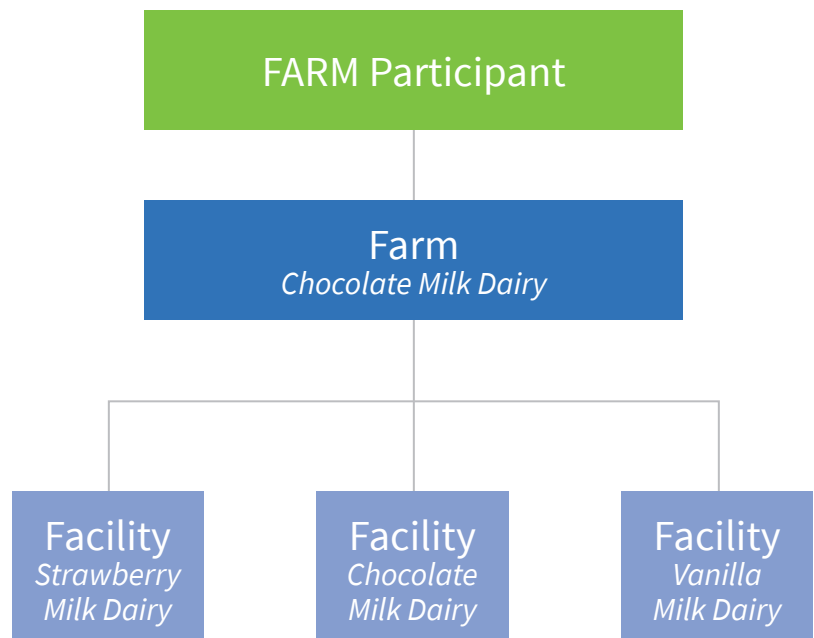
# 02

## Definitions

**Participant:** Cooperative, proprietary processor, association or farm that has signed current participation agreement with FARM. Participants manage the FARM Animal Care Program on behalf of the farms and facilities belonging to the entity.

**Farm:** One or multiple facilities owned by the same person, family or group where lactating cows are located and second-party evaluations occur.

**Facility:** Farm business that provides milk to a participant. A facility is a single site where lactating cows are located and second-party evaluations occur. A farm may consist of a single facility or multiple facilities.





**Second-Party Evaluation:** An external review and assessment of on-farm animal care practices on a participating facility based on the FARM Program guidelines. All facilities within a participant's supply chain must undergo a Second-Party Evaluation at a minimum of once every three years.

**Second-Party Evaluator:** A trained dairy professional certified by the FARM Program to complete on-farm second-party evaluations. Only a qualified individual who has completed annual FARM certification trainings is qualified to conduct second-party evaluations. Typically, second-party evaluators are co-op/processor staff, veterinarians or independent dairy consultants. Evaluators must have at least a combination of five years of education and/or on-dairy farm industry experience, which can include animal science, dairy science or other relevant curriculum. Evaluators must apply, complete a phone interview, attend classroom and on-farm training and pass competency exams. Evaluators must recertify annually and complete all requisite training to maintain their certification and ability to conduct on-farm evaluations.

**Third-Party Verification:** A process by which third-party verifiers inspect a representative percentage of participating farms each year to provide statistically valid evidence of uniform implementation of FARM Program standards. Once a second-party evaluation is complete, the dairy facility is eligible to be randomly selected, through statistical sampling, to undergo third-party verification. The statistical sampling includes selection criteria such as FARM participant, geographic location and size to ensure that the number of randomly selected dairy farms is representative of the program as a whole. Verification helps ensure that second-party evaluators are implementing the program with integrity and in turn, that the program accomplishes its goals and objectives.

**Third-Party Verifier:** A trained and qualified professional, not employed by a facility's cooperative or processor, who does not have a conflict of interest in the operation or the outcome of the verification process. Third-party verifiers must meet the same qualifications as second-party evaluators.

**Certified:** A facility that is up to date with its FARM Animal Care evaluation in accordance with the program evaluation cycle, does not have any overdue corrective action plans and is not subject to the FARM Willful Mistreatment or Neglect Protocol (WMNP).

**Conditional Certification:** If the allegations are deemed credible, the protocol is initiated, and the facility will have a conditional certification; a participant may continue to procure milk from a facility with a conditional certification and remain in good standing with FARM.

**Conditional Decertification:** If corrective action plans are not satisfactorily resolved by the date set by FARM or the FARM Animal Care participant, and the facility has had conditional certification for 60 days without satisfactorily resolving the plan, the facility will be considered conditionally decertified. A FARM Animal Care participant may not continue to market milk from a facility with a conditional decertification and remain in good standing with FARM. Evidence of plan resolution must be provided to FARM for the facility to be returned to full certification status.

**Decertified:** If the protocol investigation concludes that willful mistreatment or neglect is substantiated and egregious, the facility will be decertified as a result of not meeting FARM standards. If the investigative portion of the protocol concludes that willful mistreatment or neglect is substantiated and non-egregious and the facility does not complete any of the necessary corrective actions, the facility will be decertified as a result of not meeting FARM standards.

**Probation:** If the audit portion of the protocol concludes that willful mistreatment or neglect is substantiated and non-egregious, the facility will be placed on probation with FARM until corrective actions are satisfactorily resolved as outlined by the protocol. If the audit portion of the protocol concludes that willful mistreatment or neglect is substantiated and egregious, and the facility is decertified, after 30 days the facility can apply to the FARM Program for reinstatement. At this time, a third-party targeted on-site audit will occur and the facility will be placed on probation with FARM until corrective actions are satisfactorily resolved as outlined by the audit. A participant may continue to procure milk from a facility on probation and remain in good standing with FARM.

*See Willful Mistreatment or Neglect Protocol for substantiated and egregious process or the process for substantiated and non-egregious when corrective actions are not completed.*

**FARM Database:** The repository and access point for participant data, including farms and facilities, evaluations, corrective action plans and user accounts. The database is also the hub for FARM certification and training and resources not available to the public.

**Participant Primary Manager:** Each participant has one primary manager. The primary manager is the primary contact for important communications from the FARM Program.

# 03

## Expectations



### Participant Expectations

- All participants of FARM Animal Care Version 4 must meet certain expectations, as agreed upon in their signed annual participation form.
  - The organization is responsible for assisting and ensuring that all facilities operated by members of the organization (including all single sites where lactating cows are located and second-party evaluations occur) adopt the animal care standards set forth in the FARM Animal Care Manual Version 4.
  - All facilities must participate in at least one on-farm second-party evaluation every three years. The evaluation must be conducted by a certified FARM Animal Care Program second-party evaluator using FARM Animal Care Manual Version 4 standards.
  - All facilities may be subject to a third-party verification to ensure the program's integrity.
  - The organization is responsible for assisting facilities in the completion of any necessary corrective action plans.
  - If any credible evidence of neglect or willful mistreatment is found on a facility, that facility must participate in the FARM Animal Care Willful Mistreatment or Neglect Protocol (WMNP).
- FARM will hold the information provided by the organization and its participating facilities in strict confidence within the FARM database. The organization grants FARM permission to provide the data collected from participating facilities to the organization, or to use anonymized data in aggregated form for its own analysis. "Anonymized data" means data in a form that does not disclose the identity of any organization or individual facility.
  - On at least a monthly basis, the organization is responsible for reviewing the facility information and ensuring that the information included in the FARM database remains up to date and accurate.



## Participant FAQs

### **How soon does a facility need to be evaluated once a participant joins the FARM Animal Care Program?**

A new participant should begin taking steps to implement program standards immediately upon enrolling in the FARM Program. Farms/facilities should be added to the database within 30 days of signing the participation form and evaluations should begin as soon as an evaluator can be trained or contracted. All facilities must be evaluated prior to the end of the current program period (Version 4 program period ends 12/31/22). No organization is entitled to a satisfaction of participation letter until evaluations have begun.

### **How soon does a facility need to be evaluated after moving to a new participant?**

A new facility must be evaluated within three months of its start date with the participant. At a minimum, a facility must have an evaluation once every three years regardless of the participant. If a facility changes participants, previous second-party evaluations, third-party verifications and corrective action plans remain with the facility's account in the database.

### **If a facility moves to a new participant, who follows up on corrective action plans created by the previous participant?**

If a facility moves to a new participant, it is the responsibility of that participant to follow up

and resolve any outstanding corrective action plans. If a new facility is conditionally certified, the outstanding corrective action plan(s) must be resolved within a 60-day window. If a new facility is conditionally decertified, the outstanding corrective action plan(s) must be resolved before the participant begins receiving milk from the facility.

### **If a farmer moves to a new farm and brings his/her herd with, is a new second-party evaluation needed now or can it wait until the next scheduled evaluation?**

If a farmer moves his/her animals to a new site, the FARM Program recommends an evaluation occurs within three months of the move.

### **If a farm has two separate parlors, does that require two evaluations?**

The FARM Program evaluation tool is designed to assess management at one location and is not dependent on number of parlors or milking permits. The program expectation is that only one evaluation is needed per physical location with lactating cows on-site. Program participants may elect to do more than one evaluation per site if necessary for business relationships or for risk mitigation. Please seek guidance from program staff if you have questions.

- The organization agrees to indemnify and hold harmless the NMPF, the FARM Program and their affiliates, members, directors, agents and employees, against all losses, damages, liabilities, cost of expenses, including reasonable attorneys fees resulting from all claims, proceedings, investigations or actions that arise from the organization's participation in the FARM Program, any breach of the terms of its participation or any negligent acts or omissions in performing its obligations as a participant. This indemnification obligation shall survive the expiration or termination of the organization's term of participation.

## Farmer Expectations

- Must adhere to FARM Animal Care Version 4 program standards.
- Sign pledge of participation during second-party evaluation, establishing an understanding of the standards and verification process. This action is required for a facility to be considered in good standing.
- Provide necessary written protocols and records for second-party evaluator or third-party verifier to review.
- Assist second-party evaluator or third-party verifier as needed in completing evaluation.
- Complete any corrective action plans within the identified timeline.

# FARM Animal Care Version 4 Cycles Extension

*This document will be adjusted upon FARM's official recommendations to resume on-farm activities. Any dates listed as to be determined or otherwise undetermined at the time of release of this document will be set upon the resumption of normal FARM Program operations.*

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**Due to the impact of the COVID-19 pandemic, the following administrative adjustments and considerations will be made to accommodate the extension to the program cycles:**



## Animal Care Standards

- Version 4 standards will remain in effect through December 31, 2023
- Facilities with a Version 4 evaluation due after March 17, 2020 will have an evaluation due by the same date of the following year
  - All Animal Care Version 4 evaluation deadlines will be updated in the database to reflect this change
  - E.g., A farm due for evaluation by 9/1/2020 is now due for evaluation by 9/1/2021. Similarly, a farm due for an evaluation by 9/1/2021 is now due for evaluation by 9/1/2022.
- Facilities due for evaluation prior to March 17, 2020 without a Version 4 evaluation on record should be evaluated within three months of the date of resumption (date TBD)
- All facilities current in their Version 4 evaluation must maintain the three-year evaluation cycle
  - E.g., A farm evaluated 2/1/2020 is due for a second Version 4 evaluation by 2/1/2023 and would be due for a Version 5 evaluation by 2/1/2026
- Extensions to existing corrective action plans will be implemented as follows:

## Corrective Action Plans

### *Protocol/Documentation Related Corrective Action Plans*

- Existing Mandatory Corrective Action Plans (MCAPs) and (Continuous Improvement Plans (CIPs) originally due on or before March 17, 2020 must be resolved by the due date currently listed in the FARM database plus 15 days

- Existing MCAPs and CIPs due after March 17, 2020 will be given an additional 15-day extension for every month of stoppage time between March 17, 2020 and the original due date
  - E.g., a plan originally due March 17, 2020 will be due by the date of resumption plus 15 days
  - E.g., a plan originally due June 17, 2020 will be due by the date of resumption plus 60 days
- Facilities with action plans not resolved by the given deadlines will be conditionally certified and subject to conditional decertification after 60 days
- E-verification of documentation is encouraged and allowed

### *Action/Animal Observation Related Corrective Action Plans*

- Deadlines for existing MCAPs that require on-site follow-up will be extended by a period of days to be determined from the current due date of record in the FARM database
  - When possible, MCAPs should be resolved prior to the new due date
- Deadlines for existing CIPs that require on-site follow-up will be extended by a period of days to be determined from the current due date of record in the FARM database
  - When possible, CIPs should be resolved prior to the new due date

**Questions? Email us at [dairyfarm@nmpf.org](mailto:dairyfarm@nmpf.org)**

# 04

## Standards



To ensure that program standards are relevant and utilize the latest science and available data, FARM Animal Care Program standards are formally revised every three years.

### Governance Structure

The FARM Program standards are developed with the full supply chain in mind. However, the program is directly influenced by organizations that are stakeholders in dairy production. The four key stakeholder groups are listed below:

**FARM Farmer Advisory Council:** Comprised of dedicated producers serving a three-year term, this FARM council provides guidance and input for consideration in FARM's continuous development. Members champion FARM within other organizations, communities and throughout the industry.

**FARM Animal Care Task Force Group:** Includes dairy farmers, the Farmer Advisory Council chairperson and vice chairperson, animal scientists and veterinarians. This group reviews the latest research and aggregated FARM Animal Care Program data. They provide recommendations to the NMPF Animal Health and Well-Being Committee and board of directors.

**NMPF Animal Health and Well-Being Committee:** Members of this committee are appointed by interested NMPF member cooperatives. The committee coordinates NMPF's participation in animal health contingencies, including development of animal health research priorities, and provides oversight for the FARM Animal Care Program.

**NMPF Board of Directors:** Selected by delegates of NMPF member cooperatives in proportion to the volume of milk marketed by the respective cooperatives. Board members, which include a mix of farmers and co-op staff leaders, are elected for a one-year term. The board also features a 15-member executive committee which includes five officer positions. The board of directors oversees all major activities of staff and programs initiated by NMPF.



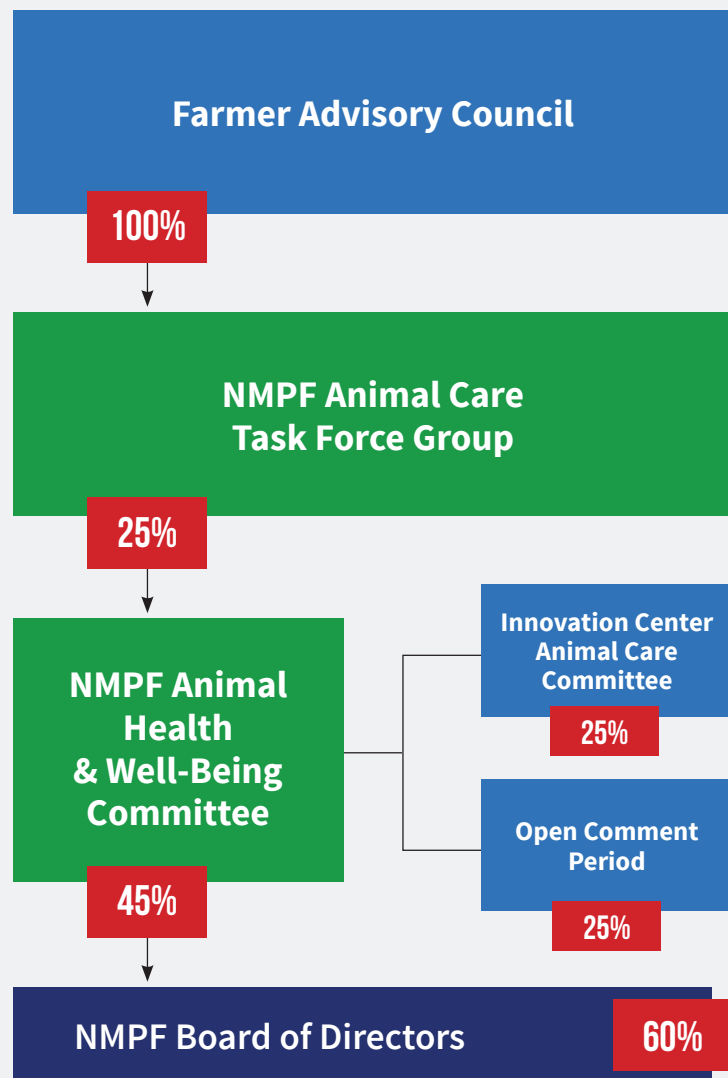
# FARM Animal Care Guidelines

Guidance, Input & Ambassadorship

Recommendations

Approval

Farmer Representation within Group



## 4 Key Governing Considerations for Standards

The FARM Program is committed to setting standards and expectations that:

- Are based on scientific evidence and research. Standards set are science- and outcomes-based.
- Are facility and size neutral.
- Fall within FARM's scope. Business-to-business marketing decisions may fall outside of the program's scope.
- Are developed with the full supply chain in mind. However, the program is directly influenced by stakeholder organizations that are dairy production specific.

## Documentation

To be reviewed during a second-party evaluation or third-party verification

### ■ Signed Cow Care Agreements<sup>+</sup>♦

- **Non-Immediate Family Members<sup>+</sup>** One signed agreement from each employee who is 18 years or older with animal care responsibilities documented annually.
- **Immediate Family Members<sup>♦</sup>** One signed agreement from each employee who is 18 years or older with animal care responsibilities documented annually OR a document signed by a family representative taking responsibility for explaining animal care expectations to remaining family members who are 18 years or older.

*Immediate family member is defined as a grandparent, parent, in-law, spouse, partner, sibling, child or grandchild of the legal guardian(s) or legal owner(s) of the dairy operation.*

### ■ Veterinarian-Client-Patient-Relationship Form<sup>+</sup>

VCPR form to be signed annually by facility representative and Veterinarian of Record.

### ■ Continuing Education Records<sup>+</sup>♦

Job-specific continuing education for non-family<sup>+</sup> and family<sup>♦</sup> employees if they have animal care responsibilities that include:

- Stockmanship
- Pre-weaned calf care
- Non-ambulatory animals
- Euthanasia
- Determining animals are fit to transport

### ■ Permanent Written or Electronic Drug Treatment Records are Maintained<sup>♦</sup>

- Date of treatment
- Animal treated identification
- Name of treatment
- Disease/condition being treated
- Dosage administered
- Route of administration
- Duration of treatment
- Specified withdrawal times for milk and meat to ensure food safety

## Reviewed Protocols and Verified Effective Actions

The facility will be evaluated for the presence of the following written protocols as well as their effectiveness in action. All written protocols should be translated as needed into a language understood by all individuals with assigned animal care responsibilities.

### Herd Health Plan

Reviewed annually by the Veterinarian of Record

#### ■ Pre-Weaned Calves Protocol including:

- How calves are moved<sup>+</sup>
- How colostrum is provided<sup>+</sup>
- How milk/milk replacer is provided<sup>#</sup>
- Feed and water are provided by day three<sup>+</sup>
- Disbudding of calves prior to 8 weeks of age<sup>+</sup>
- Pain mitigation used for disbudding<sup>♦</sup>
  - Pain mitigation is expected to be used when disbudding calves for any method (cautery, paste, etc.)
  - It is expected that producers work with their veterinarians to determine the appropriate pain mitigation to use for disbudding

#### ■ Difficult Calving (Dystocia) Protocol

#### ■ Non-Ambulatory Animals Protocol including:

- How non-ambulatory animals are moved<sup>+</sup>
- What prompt medical care is provided<sup>+</sup>
- Outlines that non-ambulatory animals are provided with access to feed, water, protection from heat and cold for typical climatic conditions, isolation from other ambulatory animals and protection from predators<sup>+</sup>

#### ■ Fitness to Transport Protocol<sup>+</sup> including:

- Definition of animals that are eligible to be marketed
- Outlines adherence to milk and meat withdrawal times

#### ■ Euthanasia Protocol including:

- Criteria for the identification of animals to be euthanized<sup>+</sup>
- Euthanasia techniques that follow the approved methods of AABP and/or AVMA<sup>+</sup>
- How carcass disposal is conducted using an appropriate method<sup>+</sup>

#### ■ Treatment of Common Diseases

- Mastitis
- Metritis
- Milk fever
- Ketosis
- Displaced abomasum
- Pneumonia
- Diarrhea

#### ■ Lameness Prevention and Treatment

#### ■ Vaccination Protocols that specify:

- Age(s)/stage when vaccination given
- Product used
- Dosage administered
- Route of administration
- Withdrawal times

#### ■ Milking Procedure Protocol

#### ■ Emergency Action or Crisis Plan

Examples: employee injury, biosecurity, natural disasters, temperature extremes, contagious disease outbreak, power failure, manure spills, etc.

#### ■ Biosecurity Protocol

#### ■ Pest, Fly and Parasite Control



## Animal Observations

During the evaluation, the following animal observations will be conducted by the evaluator.

### All Age Classes

- No routine tail docking<sup>+</sup>
- Each animal is identified with a tamper-resistant individual animal ID

<sup>+</sup> Unmet standard results in Mandatory Corrective Action Plan

◆ Unmet standard results in a Continuous Improvement Plan

✦ Unmet standard results in an Immediate Action Plan

Outcomes-Based Animal Observations						
	Hygiene	Body Condition Score	Locomotion <sup>+</sup>	Hocks <sup>+</sup>	Knees <sup>+</sup>	Broken Tails <sup>+</sup>
<b>Benchmark to Meet</b>	90% or more observed animals score 2 or less on the FARM Program Hygiene Scorecard	99% or more of observed animals have a body condition score of 2 or greater on FARM Body Condition Scorecard	95% or more of the lactating herd score 2 or less on the FARM Locomotion Scorecard	95% or more of the lactating herd score 2 or less on the FARM Hock Scorecard	95% or more of the lactating herd score 2 or less on the FARM Knee Scorecard	95% or more of lactating animals do not have broken tails
<b>Lactating Cows</b>	✓	✓	✓	✓	✓	✓
<b>Pre-Weaned Calves (heifers, bulls, steers)</b>	✓ (3 days of age and older)	✓ (3 days of age and older)				
<b>Post-Weaned Heifers</b>	✓	✓				
<b>Pre-Fresh Cows and Heifers/Dry Cows</b>	✓					

## Facility Observations

During the evaluation, the following facility observations will be conducted by the evaluator.

- Posted emergency contact information
- Facility design
  - Clean, soft, dry, well-lit and well-ventilated calving area
  - Method of daily exercise for all age classes
  - Protection from heat and cold for typical climatic condition
  - Housing allows all age classes of animals to easily stand up, lie down, adopt normal resting postures and have visual contact with other cattle without risk of injury

- Resting area for all age classes of animals that is clean, dry, provides traction at all times when away from the milking facility and does not pose risk of injury
- Facilities designed to prevent injuries, slips and falls of animals

Please reference second-party evaluator, FARM Animal Care Program Manual and/or FARM website to confirm if any continuing education, documentation, protocol or action meets the outlined standard.

# 05

## Second-Party Evaluations



A second-party evaluation is an external review and assessment of on-farm animal care practices for a participating facility based on FARM Program guidelines. Participating facilities must undergo a second-party evaluation at least once every three years, however, participants may elect to conduct evaluations more frequently. Evaluations are not recommended to be conducted unannounced.

### Second-Party Evaluation FAQs

#### Which facilities require second-party evaluations?

Second-party evaluations are conducted on each dairy facility with lactating dairy cows that is a member, patron, contractor or direct supplier of any organization that has signed a FARM Animal Care participation agreement.

#### Who conducts second-party evaluations?

Second-party evaluations are conducted by certified individuals who complete and pass annual in-person training. Before attending a training, second-party evaluators are required to meet prerequisites including a combination of five years of education and/or on-dairy farm industry experience, a written application and completion of an in-depth interview.



### Evaluation Preparation Guide

The guide includes key facts about the farm animal care program, how to prepare for a second-party evaluation or third-party verification, FARM Animal Care Manual Version 4 standards and more. The hard copy guide can be [purchased from FARM's online store](#) or [downloaded in PDF format on our website](#).



During a second-party evaluation, an evaluator will:

<b>Review</b>	<ul style="list-style-type: none"><li>■ Continuing education records</li><li>■ Signed veterinarian documentation</li><li>■ Written protocols</li><li>■ Treatment records</li></ul>
<b>Observe</b>	<ul style="list-style-type: none"><li>■ Animals</li><li>■ Facilities</li></ul>
<b>Verify</b>	<ul style="list-style-type: none"><li>■ Observed actions are consistent with written records and protocols</li><li>■ Interview family and non-family employees to determine that actions are consistent with written records and protocols</li></ul>
<b>Create</b>	<ul style="list-style-type: none"><li>■ Any corrective action plans if certain standards are not met</li></ul>

### Evaluation Feedback

The FARM Program values feedback from the dairy community as it influences future standards and programmatic processes. After participating in a second-party evaluation or third-party verification, all dairy farmers are encouraged to complete a feedback form found on the FARM Program website: [nationaldairyfarm.com/evaluationfeedback](https://nationaldairyfarm.com/evaluationfeedback).



# 06

## Evaluators & Evaluator Trainers



### Evaluators

Second-party evaluations are conducted by certified individuals who complete and pass annual in-person training.

### Evaluator Prerequisites

- Minimum combination of five years of education and/or on-dairy farm industry experience; education experience can include animal science, dairy science or another relevant curriculum
- Credentials must be verified through a resume, CV, summary of experience or similar document with three dairy farm or industry references that are reviewed and approved by FARM staff
- Must be able to perform basic email, internet, mobile, tablet and computer functions
- Must be capable of easily communicating with FARM Program staff on a regular basis via email and/or phone
- Must implement the program with the highest level of integrity
- Must be physically able to conduct evaluations
  - Physical requirements:
    - Sit, stand and bend
    - Able to hear and verbally communicate
    - Walk and stand up to eight hours per day
    - May occasionally lift and/or move up to 10 pounds
  - Specific vision abilities required include close vision and the ability to adjust focus

### Evaluator Certification Process

#### Training

1. Applicants must apply for approval ([www.nationaldairyfarm.com](http://www.nationaldairyfarm.com))
2. Applicants must complete phone interview and are scored using a rubric
3. Approved applicants must complete pre-work and attend in-person training



4. Evaluators must cumulatively score 80% on certification exams
5. Evaluators must recertify annually (every 365 days) in person or via webinar

### Shadow Evaluation

- Must be shadowed by a certified Evaluator Trainer at least once annually

### Evaluator Expectations

- Follow all safety guidelines and use proper biosecurity protocols set forth by the FARM Animal Care Program, as well as the individual farmer
- Maintain and safeguard the confidentiality of the dairy facility's information
- Properly communicate evaluation expectations to farmers
- Assist the dairy facility in completing any corrective action plans
- Coordinate scheduling between farmer and third-party verifier
- Evaluators should attend third-party verifications if possible
- Be polite and courteous
- Follow up and resolve necessary action plans created during Third-Party Verification

### Evaluator Trainers

Evaluator trainers conduct second-party evaluations and trainings for evaluators.

#### Evaluator Trainer Prerequisites

- Minimum combination of eight years of education and/or on-dairy farm industry experience; education experience can include animal science, dairy science or another relevant curriculum
- Credentials must be verified through a resume, CV, summary of experience or similar document with three dairy farm or industry references that are reviewed and approved by FARM staff
- Must be a certified FARM Animal Care second-party evaluator for a minimum of three years prior to applying to be an evaluator trainer

- Must be able to perform basic email, internet, mobile, tablet and computer functions
- Must be capable of easily communicating with FARM Program staff on a regular basis via email and/or phone
- Must implement the program with the highest level of integrity
- Must be physically able to conduct evaluations
  - Physical requirements:
    - Sit, stand and bend
    - Able to hear and verbally communicate
    - Walk and stand up to eight hours per day
    - May occasionally lift and/or move up to 10 pounds
  - Specific vision abilities required include close vision and the ability to adjust focus

### Evaluator Trainer Certification Process

#### Training

1. Applicants must apply for approval ([www.nationaldairyfarm.com](http://www.nationaldairyfarm.com))
2. Applicants must complete phone interview and are scored using a rubric
3. Approved applicants must complete prework and attend FARM-hosted training
4. Evaluator trainers must cumulatively score 80% on certification exams
5. Evaluator trainers must re-certify annually (every 365 days) in person at a FARM-hosted training event

#### Shadow Evaluations

- Must complete or shadow a minimum of 10 Second-Party Evaluations each year
- Must be shadowed by FARM staff at least once annually

### Evaluator Trainer Expectations

- Facilitate evaluator trainings as instructed by program staff
- Conduct shadow evaluations as appropriate
- Follow all safety guidelines and use proper biosecurity protocols set forth by the FARM Animal Care Program, as well as the individual farmer

- Maintain and safeguard the confidentiality of the dairy facility's information
- Properly communicate evaluation expectations to farmers
- Assist the dairy facility in completing any corrective action plans
- Coordinate scheduling between farmer and third-party verifier
- Evaluators should attend third-party verifications if possible
- Be polite and courteous
- Follow up and resolve necessary action plans created during third-party verification

## Application Considerations

### **What if an applicant does not meet the expectations from the application process?**

The FARM Program will identify which prerequisite the applicant fails to meet. When the applicant has met the prerequisites, they may reapply using the evaluator/evaluator trainer application.

### **What if an applicant does not meet the expectations from the telephone interview?**

The FARM Program will allow another interview conducted by a FARM Animal Care Task Force member. If the interviewee does not meet the expectations in the follow-up interview, they must wait three months to reinterview with the FARM Program. While waiting, the applicant should continue studying the FARM Program website and related resources.

### **What if an applicant fails the in-person training?**

Trainees may retake the certification exam and observation quiz one time. Testing is proctored by a certified evaluator trainer. If the trainee fails to achieve a cumulative score of 80% after two attempts, they must reattend an in-person training.

### **What if a recertification trainee fails a recertification course?**

Trainees may retake the certification exam and observation quiz one time. Testing is proctored by a certified evaluator trainer. If the trainee fails to achieve a cumulative score of 80% after two attempts, they must reattend an in-person training.



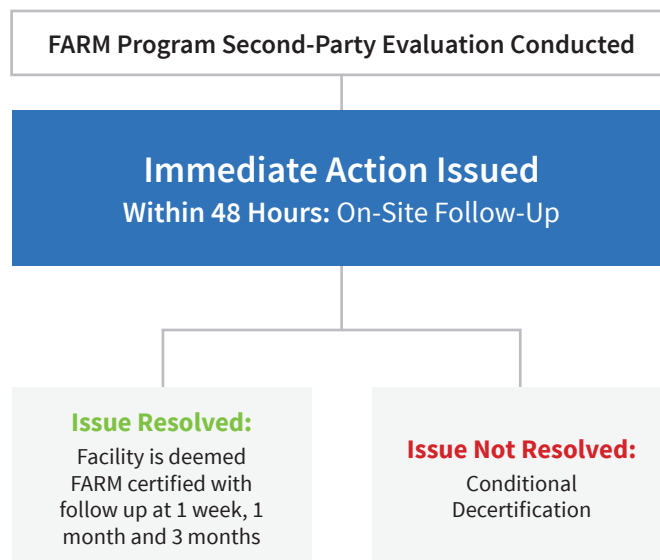
# 07

## Corrective Actions



### Immediate Action Plan (IAP)

An IAP is triggered if a facility fails to comply with the FARM Program standard that bans routine tail docking.



## Mandatory Corrective Action Plans (MCAP)

A MCAP is triggered if a facility fails to comply with the FARM Program standards for:

### Veterinarian-Client-Patient-Relationship Form

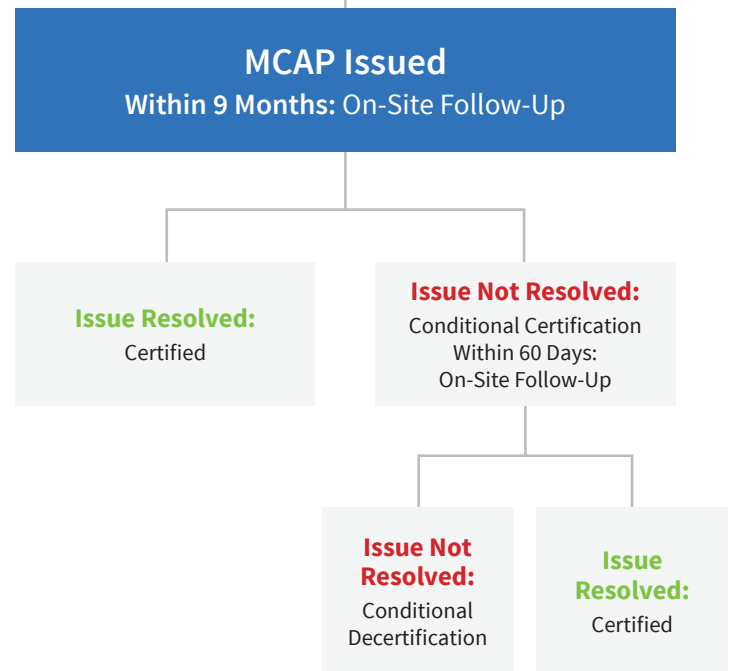
VCPR form signed annually by facility representative and Veterinarian of Record (VOR).

### Herd Health Plan

Reviewed annually by the VOR

- Pre-weaned calves protocol including:
  - How calves are moved
  - How colostrum is provided
  - How milk/milk replacer is provided
  - Feed and water are provided by day three
  - Disbudding of calves prior to 8 weeks of age
- Non-ambulatory animals protocol including:
  - How non-ambulatory animals are moved
  - What prompt medical care is provided
  - Outlines that non-ambulatory animals are provided with access to feed, water, protection from heat and cold for typical climatic conditions, isolation from other ambulatory animals and protection from predators
- Euthanasia protocol including:
  - Criteria for the identification of animals to be euthanized
  - Euthanasia techniques that follow the approved methods of AABP and/or AVMA
  - How carcass disposal is conducted using an appropriate method
- Fitness to transport protocol including:
  - Definition of animals that are eligible to be marketed
  - Outlines adherence to milk and meat withdrawal times

## FARM Program Second-Party Evaluation Conducted



### Signed Cow Care Agreements for Non-Immediate Family Members

One signed agreement from each employee who is 18 years or older with animal care responsibilities documented annually

### Continuing Education Records

Job-specific continuing education for non-family employees if they have animal care responsibilities that include:

- Stockmanship
- Pre-weaned calf care
- Non-ambulatory animals
- Euthanasia
- Determining animals are fit to transport



## Continuous Improvement Plans (CIP)

The following FARM Animal Care standards, if unmet at the time of an evaluation, will generate a CIP:

### Animal Observation Benchmarks

- Body condition score
  - 99% or more of all animals 3 days of age and older have a body condition score of 2 or greater on the FARM body condition scorecard
- Hock/Knee
  - 95% or more of the lactating herd score 2 or less on the FARM hock/knee scorecard
- Locomotion
  - 95% or more of the lactating herd score 2 or less on the FARM locomotion scorecard
- Broken tails
  - 95% or more of lactating animals do not have broken tails

### Pre-Weaned Calves Protocol including:

- Pain mitigation used for disbudding

### Permanent Written or Electronic Drug Treatment Records are Maintained including:

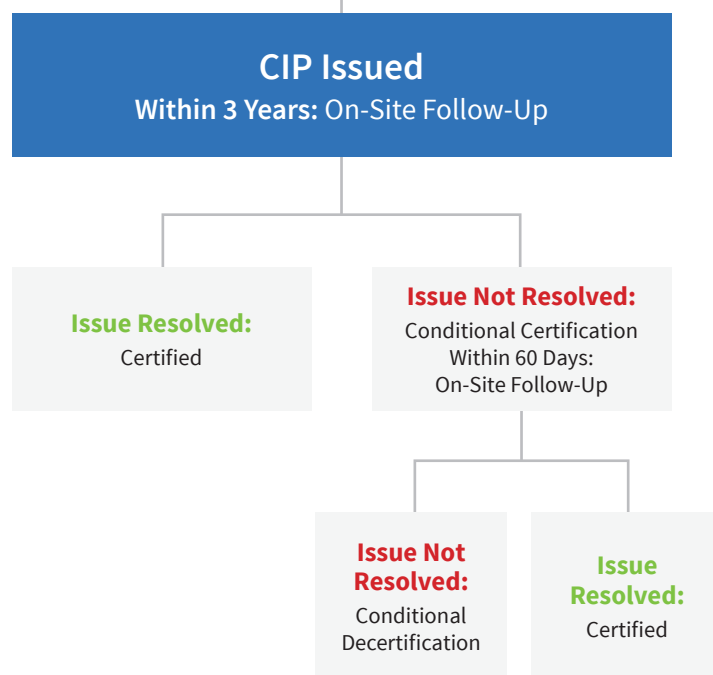
- Stockmanship
- Date of treatment
- Animal treated identification
- Name of treatment
- Disease/condition being treated
- Dosage administered
- Route of administration
- Duration of treatment
- Specified withdrawal times for milk and meat to ensure food safety

### Signed Cow Care Agreements for Immediate Family Members

One signed agreement from each employee who is 18 years or older with animal care responsibilities documented annually OR a document signed by a family representative taking responsibility for explaining animal care expectations to remaining family members who are 18 years or older.

### Continuing Education Records

## FARM Program Second-Party Evaluation Conducted



Job-specific continuing education for family employees if they have animal care responsibilities that include:

- Stockmanship
- Pre-weaned calf care
- Non-ambulatory animals
- Euthanasia
- Determining animals are fit to transport

# 08

## Third-Party Verification



While Second-Party Evaluations involving the routine monitoring of standards are the core component of a robust animal care/quality assurance program, Third-Party Verification is an equally integral part of demonstrating the integrity of the National Dairy FARM Animal Care Program. This process ensures that Second-Party Evaluators and program participants consistently and correctly implement FARM Animal Care standards. Third-Party Verifications are conducted by a trained and qualified Third-Party Verifier who does not have a conflict of interest in the operation or the outcome of the verification process.

By signing an annual FARM Animal Care participation form, a FARM participant agrees to be eligible for a random sampling of facilities for Third-Party Verification. Additionally, the Pledge of Participation signed by a facility representative during the Second-Party Evaluation acknowledges the same eligibility. Failure to participate in the Third-Party Verification process will result in the facility and respective participant being delisted from the FARM Animal Care Program.

### Sampling

Every six months, a stratified, random sample of farms evaluated during the previous six months will be drawn. Because dairy farms vary widely in size and location, stratification is used to ensure that the randomly selected farms are representative of all farms in the program. The sampling procedure also ensures that at least one farm is drawn from each participant during the program cycle.

To begin the sampling procedure, each farm evaluated during the previous six months is separated into strata based on size (number of cows), location (zip code) and evaluator. After the strata are created, farms are randomly selected from each stratum until the total number of farms required have been selected. Sampling from each strata is proportional to the share of total facilities that make up the strata. For example, if 50% of facilities are in strata 1, then 50% of the facilities selected will also come from strata 1, as shown in the table on page 25.



Farm Sampling Example			
	Strata 1	Strata 2	Strata 3
<b>Total Farms (1,000)</b>	500	300	200
<b>Share of Sample</b>	50%	30%	20%
<b>Total Farms Selected (100)</b>	50	30	20

Random sampling means that each eligible farm has an equally likely chance of selection. No individual farm is targeted for review through the sampling process.

#### During a Third-Party Verification, a Certified Third-Party Verifier will:

<b>Review</b>	<ul style="list-style-type: none"> <li>Continuing education records</li> <li>Signed veterinarian documentation</li> <li>Written protocols</li> <li>Cow treatment records</li> </ul>
<b>Observe</b>	<ul style="list-style-type: none"> <li>Animals</li> <li>Facilities</li> </ul>
<b>Verify</b>	<ul style="list-style-type: none"> <li>Observed actions are consistent with written records and protocols</li> <li>Interview family and non-family employees to determine that actions are consistent with written records and protocols</li> </ul>
<b>Create</b>	<ul style="list-style-type: none"> <li>Corrective action plans if certain standards are not met (if required). Third-Party Verifiers are ONLY permitted to create required action plans outlined in the FARM Animal Care Program Version 4 guidelines.</li> </ul>

### Third-Party Verification Firm

The FARM Program contracts with Food Safety Net Services Certification & Audit (FSNS C&A) to conduct Third-Party Verifications.

### Verifier Requirements

FARM staff trains and recalibrates Third-Party Verifiers annually, just as it does Second-Party Evaluators. A Third-Party Verifier must meet all minimum requirements of a Second-Party Evaluator as outlined below:

- Must have at least a combination of five years of education and/or on-dairy farm industry experience; education experience can include animal science, dairy science or another relevant curriculum
- Credentials must be verified through a resume, CV, summary of experience or similar document with three dairy farm or industry references that are reviewed and approved by FARM staff
- Must be able to perform basic email, internet, mobile, tablet and computer functions
- Must be capable of easily communicating with FARM Program staff on a regular basis via email and/or phone
- Must execute verifications with the highest level of integrity
- Physical requirements:
  - Sit, stand and bend
  - Able to hear and verbally communicate
  - Walk and stand up to eight hours per day
  - May occasionally lift and/or move up to 10 pounds
  - Specific vision abilities required include close vision and the ability to adjust focus

In addition to FARM requirements, FSNS C&A candidates must pass a 1,400-question profile designed to identify characteristics determined to be a good fit for verification work. Additionally, FSNS C&A candidates are required to submit to a background check and random drug screening as part of the terms of hire. FSNS C&A requires candidates to conduct additional internal training after receiving FARM Third-Party Verified Certification, and all FSNS C&A staff participate in continuous calibration efforts.



Food Safety Net Services Certification & Audit (FSNS C&A) is an independent, accredited entity that offers nationwide and international certification and audit services through a wide range of audit programs. Audits performed by the FSNS Certification & Audit Team provide an objective assessment of current policies and procedures to help ensure that the organization consistently meets customer requirements, and stays a step ahead of the competition.

## Verification Process

- The random sampling protocol is conducted every six months (January and July). Once the facilities have been identified, FSNS C&A will reach out to each FARM participant's primary manager to share the complete list of selected farms for that participant. Primary managers may designate another employee to act as the primary contact for FSNS C&A at any time.
- FSNS C&A will sort identified facilities geographically and propose verification dates to the identified participant contact no less than six weeks before the proposed date.
- Verifications are never conducted unannounced. Dairy farmers and managers should not permit any individual to conduct a FARM Animal Care Third-Party Verification if the date and time has not previously been discussed with the farmer and participant.
- A participant representative, preferably a FARM Animal Care Second-Party Evaluator, is encouraged to attend the Third-Party Verification to assist the facility through the process.
- The verification is conducted using the same standards and questions as the Second-Party Evaluation. If unmet minimum participation standards occur, corrective actions will automatically be created at the maximum allowed time for completion as outlined by the FARM Animal Care Program. The Third-Party Verifier will not create any corrective action plans beyond those standards required by the program outlined in the FARM Animal Care Version 4 manual. If corrective action plans are created during a Third-Party Verification that were not identified in the Second-Party Evaluation, it is the responsibility of the FARM participant and Second-Party Evaluator to assist the facility in completion of the plan.
- The facility and FARM participant will have full access to the the verification within ten business days of the verification date.

## Verification of Requested Additional Facilities

FARM can facilitate the selection of additional facilities for Third-Party Verification at the request of the FARM participant. A participant requesting additional verifications must enter a direct business relationship with Food Safety Net Services and is responsible for payment. The process of conducting additional Third-Party Verifications should be conducted in the manner outlined within the "Verification Process" section of this Handbook, but facilities do not need to be selected using the random sampling protocol (see page 18). Business-to-business relationships may dictate that additional Third-Party Verifications occur beyond FARM's standard process.

## Requesting Replacement Farms for Verification

**Participants are expected to notify FARM and FSNS C&A of any facility needing to be replaced. Reasons for replacing a facility include:**

- The facility is out of business
- Emergency/crisis situations
- Reason discussed with and approved by FARM
- The evaluator responsible for the evaluation being verified is no longer on staff

## Verification Process Expectations

### The FARM participant and Second-Party Evaluator will:

- Ensure that facility representatives understand and sign the Pledge of Participation during the Second-Party Evaluation
- Ensure that facility representatives understand the purpose and goal of a Third-Party Verification
- Assist in scheduling verifications, serving as a mediator between the facility and FSNS C&A
- Assist the facility in any preparation for verification
- Attend verification and assist the Third-Party Verifier and/or facility representative as needed
- Report to Third-Party Verifier any identified facilities that are out of business
- Be polite, courteous and prompt to all parties involved
- Follow up and resolve any corrective action plans created during the verification

### The facility and facility representation will:

- Understand and sign the Pledge of Participation during the Second-Party Evaluation
- Respond promptly to verification scheduling requests
- Work with participant to gather necessary documentation and records to review during the verification
- Disclose locations of breeding bulls and/or pen bulls separately during verification
- Participate in opening and closing meetings
- Be polite, courteous and prompt to all parties involved

### The Third-Party Verifier will:

- Notify participant primary contacts within two weeks of receiving selection of identified facilities
- Provide participant and facility at least six-weeks notification for preferred verification date
- Provide participant and facility reasonable flexibility when scheduling the verification

### ■ During Third-Party Verification, the verifier will:

- Introduce self, company and the FARM Program during opening meeting
- Explain the goal of the verification process
- Follow biosecurity and safety procedures
- Provide outline for verification (i.e. schedule of events)
- Review records, conduct interviews with owners, managers and staff, and observe management of animals and facilities to verify program implementation at the facility as outlined by FARM
- Observe designated classes of dairy cattle on site; conduct animal observations and record observation scores as outlined by FARM for a calculated sample set of measures
- Review findings in closing meeting
- Submit verification in the FARM Database within 10 business days
- Be polite, courteous and prompt to all parties involved

## Verification Feedback

The FARM Program values feedback from the dairy community as it influences future standards and programmatic processes. After participating in a Second-Party Evaluation or Third-Party Verification, all dairy farmers and managers are encouraged to complete a feedback form found on the FARM Program website: [nationaldairyfarm.com/evaluationfeedback](https://nationaldairyfarm.com/evaluationfeedback).



# 09

## Willful Mistreatment or Neglect Protocol



In a situation where credible evidence or allegations of willful mistreatment or neglect of animals is reported to the FARM Program, a thorough review of the allegation is completed by an ad hoc FARM committee. In situations where evidence is deemed credible, a third-party audit of the alleged animal care issues at the farm is conducted to determine the validity of the evidence or allegations. In any willful mistreatment investigation, the hope is that the allegations or evidence are proven to be untrue.

If evidence or allegations are verified through the audit, the protocol requires the farm to take mandatory corrective action steps before FARM will return the farm to good standing and full certification in the program. Corrective action steps are verified through a follow-up audit. Only after successful completion and verification that the corrective action steps have been implemented is the farm reinstated to good standing with the FARM Program.

In order to remain in good standing with the FARM Animal Care program, if any credible evidence of neglect or willful mistreatment is found on a facility, that facility must participate in the FARM Animal Care Willful Mistreatment or Neglect Protocol (WMNP).

### Willful Mistreatment or Neglect Protocol (WMNP)

*Last Update: May 12, 2020*

The FARM Program defines acts of neglect or willful mistreatment. This list is not exhaustive but intends to capture acts that FARM views as qualifying as neglect or willful mistreatment, thus activating FARM Program's WMNP. Multiple incidents that establish a pattern of neglect or willful mistreatment shall be considered egregious conduct.

#### Incident Types

##### *Neglect*

- Failure to carry out or perform essential management practices that ensure sound animal care including but not limited to:
  - Lack of proper feeding and nourishment including not having access to feed as evident in BCS scores of less than 2 (> 10% BCS = 1)

- Lack of access to water resulting in severe animal dehydration
- Lack of routine veterinary care and oversight to ensure health and care of animals
- Deterioration of herd-level animal health, e.g. might lead to excessive death loss being interpreted as the only condition by which deterioration of herd-level health should be determined.
- Deterioration of facility and equipment where animal well-being and health is adversely impacted, e.g. stall maintenance, parlor maintenance, manure handling system, bedding
- Lack of timely euthanasia
- Lack of providing protection from heat and cold
- Withholding treatment for acute injuries

#### *Willful Mistreatment*

- Violation, resulting in a conviction, of state or local ordinance related to animal care
- Inflicting unnecessary and/or malicious pain, suffering or injury including but not limited to:
  - Kicking, hitting, beating, throwing and stepping
  - Breaking of body parts i.e. tails, ears, etc.
  - Use of inanimate objects such as rebar, plastic and metal pipes, sharp metal, pointed sharp objects, rocks, hammers, screwdrivers, etc. on an animal
  - Inappropriate moving or dragging of animals, especially calves and non-ambulatory animals, inconsistent with FARM Program guidelines e.g. routinely dragging by head, ears or legs without support
  - Applying a prod or electrical current to a sensitive part of an animal or any use on a calf. A prod is only to be used as a last resort when animal or human safety is in jeopardy.
  - Malicious use of high pressure or high-volume water hoses on an animal's face or head
  - Euthanasia methods inconsistent with AVMA/ AABP guidelines including blunt force trauma
  - Routine tail docking
  - Improper use of hip clamps/lifting devices
  - Moving animals off of high ledges, platforms or off of a truck without a ramp

## Protocol

### Background

FARM takes all allegations of neglect or willful mistreatment of animals seriously. FARM has established this protocol to investigate credible

allegations to determine if substantial evidence supports neglect or willful mistreatment of animals.

This protocol also establishes procedures, including successful implementation of an animal care improvement plan, that are required to reinstate the facility into good standing in FARM in the case of a non-egregious act of neglect or willful mistreatment.

The focus of this process is to ensure a facility's practices are consistent with FARM's standards.

## Key Terms

**Auditor:** FARM's contracted third-party auditor.

**Audit:** A third-party targeted on-site audit conducted by FARM's contracted third-party auditor.

**Conditional Certification:** If the allegations are deemed credible, the protocol is initiated and the facility will have a conditional certification; a participant may continue to procure milk from a facility with a conditional certification and remain in good standing with FARM.

**Decertified:** If the protocol investigation concludes that willful mistreatment or neglect is substantiated and egregious, the facility will be decertified as a result of not meeting FARM standards. If the investigative portion of the protocol concludes that willful mistreatment or neglect is substantiated and non-egregious and the facility does not complete any of the necessary corrective actions, the facility will be decertified as a result of not meeting FARM standards.

**Delisted:** A participant that elects to continue a business relationship (i.e. receive milk) with a decertified facility that is no longer in good standing and will be delisted as a FARM participant.

**Evaluation:** Second-party evaluation that is conducted by participant staff.

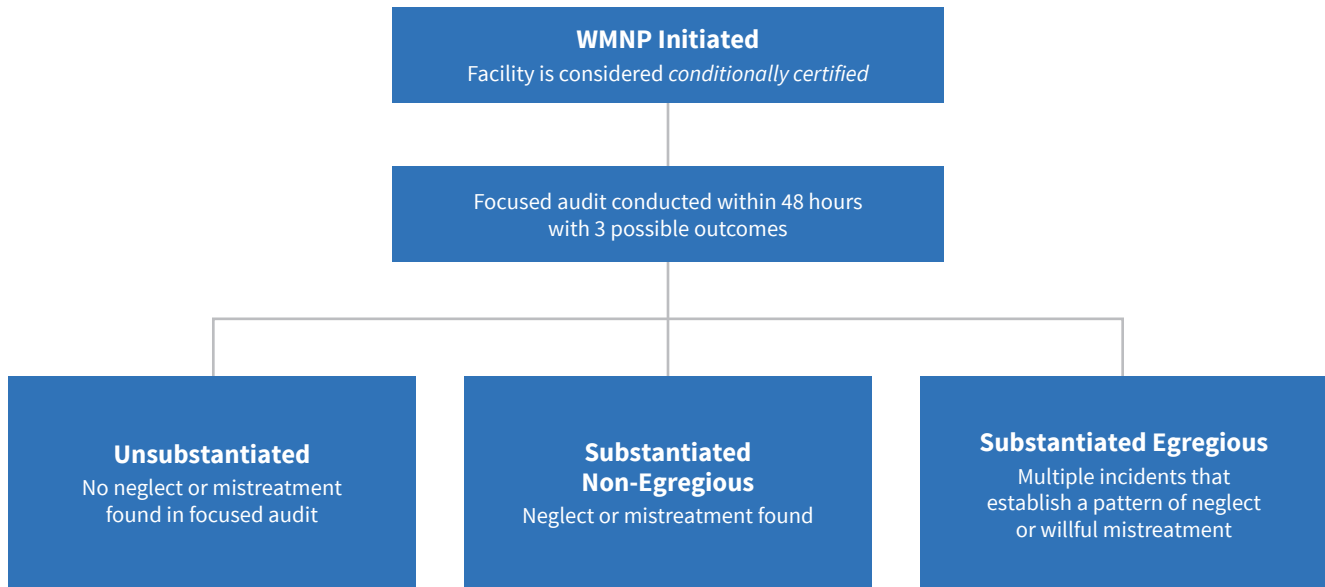
**Evaluator:** Participant staff who conducts second-party evaluation.

**Facility:** Farm business operation that has an agreement with a participant.

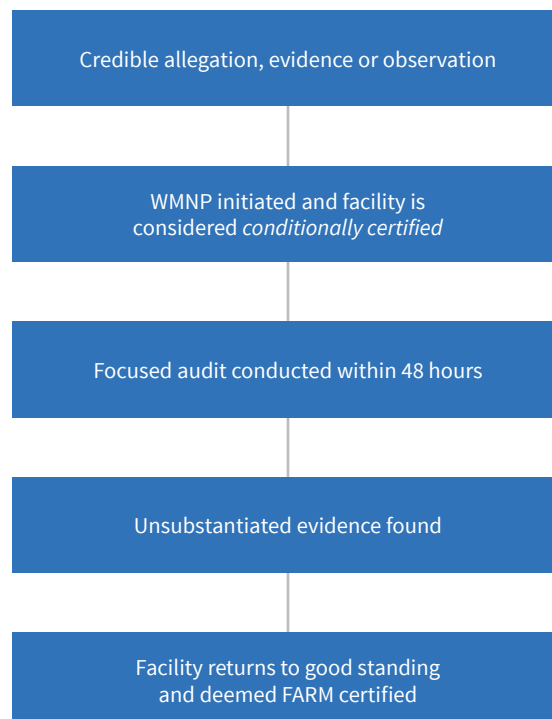
**Participant:** Cooperative or proprietary processor that has signed current participation agreement contract with FARM.

**Protocol:** WMNP as outlined in this document.

## After Initiating Willful Mistreatment or Neglect Protocol (WMNP)



## Unsubstantiated Evidence Found





**Probation:** If the audit portion of the protocol concludes that willful mistreatment or neglect is substantiated and non-egregious, the facility will be conditionally decertified from FARM until corrective actions are satisfactorily resolved as outlined by protocol. If the audit portion of the protocol concludes that willful mistreatment or neglect is substantiated and egregious, and the facility is decertified, after 30 days, the facility can apply for FARM Program reinstatement. At this time, a third-party targeted on-site audit will occur and the facility will be placed on probation with FARM until corrective actions are satisfactorily resolved as outlined by the audit. A participant may continue to procure milk from a facility on probation and remain in good standing with FARM.

## Initiation of Protocol

**The FARM Program will initiate the protocol when:**

- Credible allegations of willful mistreatment or neglect are reported to FARM
- Credible evidence of willful mistreatment or neglect is presented or reported to FARM
- If video is evidence provided, a third-party review of the video will be conducted
- Willful mistreatment or neglect is observed by any participant representative

Credibility of the allegation, evidence or observation will be determined by FARM in consultation with an adhoc internal review panel. Allegations, evidence or observations determined to be misrepresented for apparent disparagement of the dairy industry will not be considered credible.

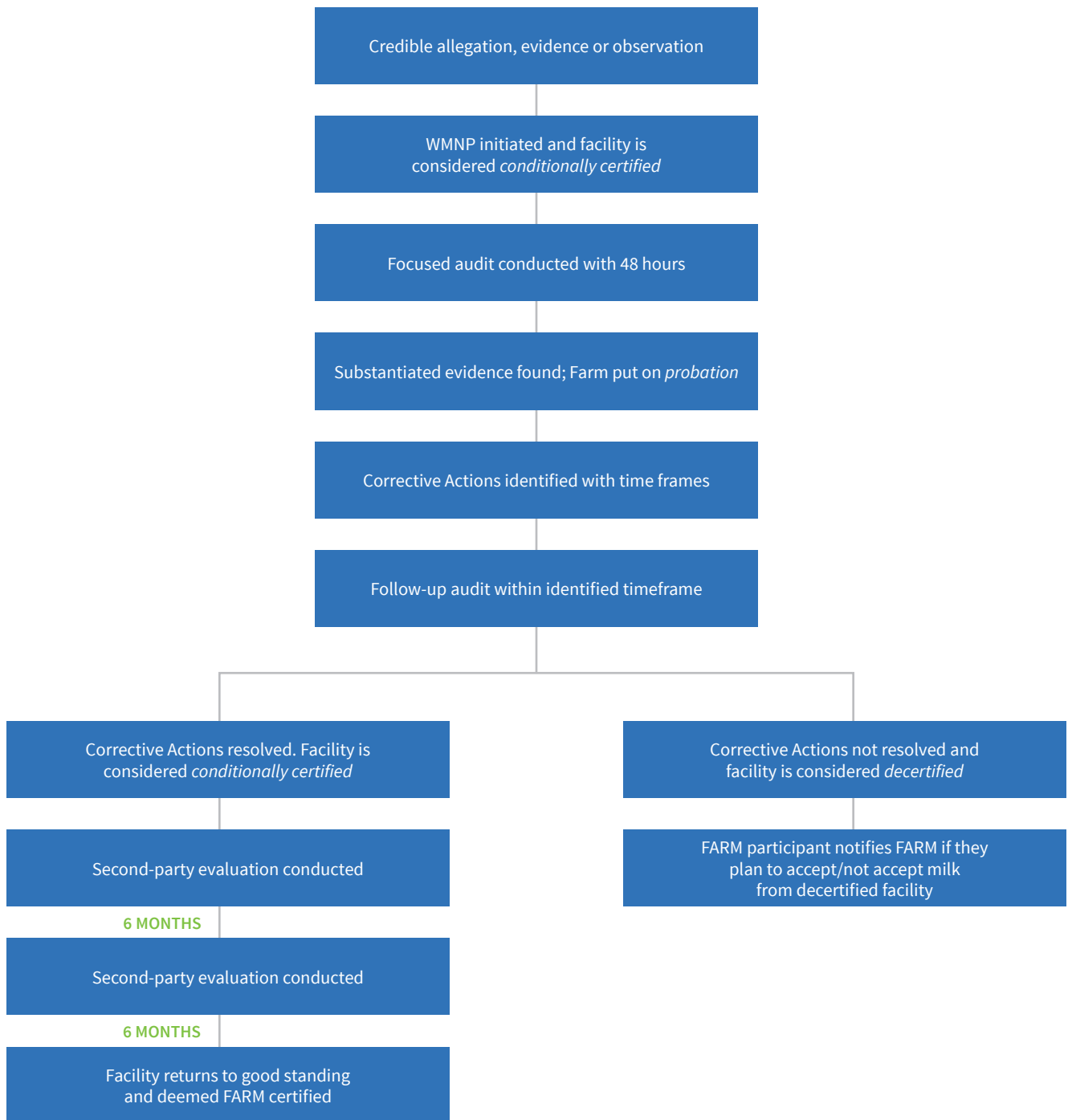
FARM will contact the participant to discuss the credible allegation or evidence presented against their supplying facility.

## Protocol Process

1. The facility will have conditional certification once the protocol is initiated.
2. An audit is required to occur within 48 hours. The audit cost will be divided equally between FARM and the participant.
3. Based upon the audit, if the allegation or evidence is found to be unsubstantiated, the facility will be reinstated to good standing with FARM. The facility returns to the normal evaluation cycle as outlined by FARM's participation agreement.

4. Based upon the audit, if the allegation or evidence is found to be substantiated but non-egregious:
  - a. Auditor will provide report of findings to FARM, the participant and the facility; the facility is placed on probation.
  - b. The facility and the participant will be provided notification that will detail corrective actions that the facility is required to implement within a defined timeframe as determined by the audit and FARM.
  - c. During the timeframe while corrective actions are being implemented by the facility, the facility will remain on probation.
  - d. Audit(s) must be conducted to determine that all corrective actions have been satisfactorily addressed within the designated timeframe. The follow-up audit(s) cost will be divided equally between FARM and the participant.
  - e. If all corrective actions have been addressed satisfactorily according to the follow-up audit(s):
    - i. The facility will be moved from probation to conditional certification and remain within the protocol.
    - ii. Follow up evaluations, preferably conducted unannounced, are required to be conducted 6 months and 12 months after the final audit. Reports from the evaluations are to be provided to FARM, the participant and the facility.
  - f. If corrective actions have been satisfactorily addressed based upon the follow up audit(s) and evaluations:
    - i. The facility will be moved from conditional certification to good standing and the protocol will be satisfactorily completed.
    - ii. The facility will return to the normal evaluation cycle as outlined by FARM's participation agreement.
  - g. If corrective actions have not been satisfactorily addressed based upon the follow up audit(s) and evaluations:
    - i. Auditor/evaluator will provide report of audit/evaluation findings to FARM, the participant and the facility.
    - ii. FARM will notify the participant and the facility that the facility has been decertified.

## Substantiated Non-Egregious Evidence Found



- iii. The participant must notify FARM, via affidavit, of their decision regarding the acceptance/non-acceptance of milk from the decertified facility within 48 hours if:
  - Participant chooses to terminate the receipt of milk from the decertified facility, then participant will then remain in good standing with FARM; or
  - Participant chooses to continue receipt of milk from the decertified facility, then FARM will delist participant from FARM.

**Based upon an audit, if the allegation or evidence is found to be substantiated and egregious:**

- Auditor will provide report of audit findings to FARM, the participant and the facility.
- FARM will notify the participant and the facility that the facility has been decertified.
- The participant must notify FARM, via affidavit, of their decision regarding the acceptance/non-acceptance of milk from the decertified facility within 48 hours if:
  - Participant chooses to terminate the receipt of milk from the decertified facility, then participant will then remain in good standing with FARM; or
  - Participant chooses to continue receipt of milk from the decertified facility, then FARM will delist participant from FARM.

**Decertified Facilities**

1. Decertified facilities may not be accepted into any participant's membership if the participant wishes to remain in good standing with FARM.
2. If a decertified facility is accepted into the membership of a participant, that participant will be immediately delisted as a FARM participant.

**Decertified Facility Reinstatement Process**

1. A decertified facility will not be eligible for the reinstatement process to commence for 30 days.
2. After 30 days, the facility can apply to FARM for reinstatement. At this time, an audit will occur.
  - a. The audit cost will be paid in full by the facility and/or participant seeking the acceptance of the facility into their membership.
  - b. The facility will be considered on probation.
  - c. Auditor will provide report of audit findings to FARM, the facility and to the participant seeking the acceptance of the facility into their membership.

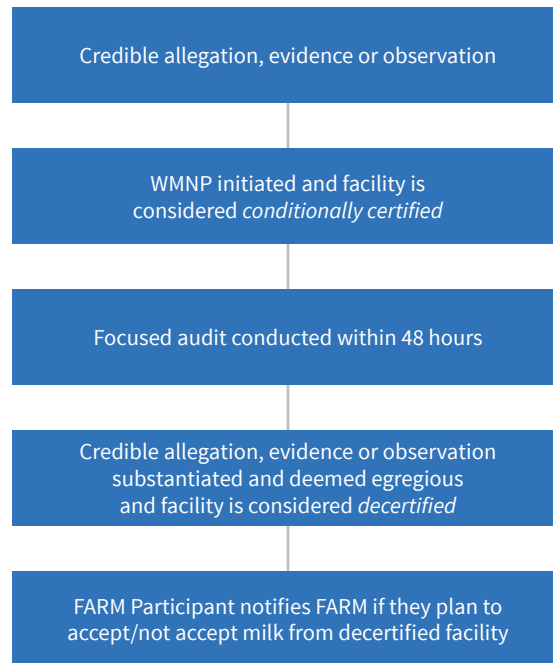
3. After a subsequent 30 days (Day 61), a second audit will occur.
  - a. The audit cost will be paid in full by the facility and/or participant seeking the acceptance of the facility into their membership.
  - b. Auditor will provide report of audit findings to FARM, the facility and to the participant seeking the acceptance of the facility into their membership.
  - c. Based upon satisfactory audit findings, facility will:
    - i. Receive conditional certification with FARM.
    - ii. The facility will then be required to have quarterly unannounced audits conducted over the next 12 months.
      - If audit findings continue to satisfactory according to the quarterly audits, the facility will be reinstated to good standing with the FARM Program at the conclusion of the quarterly audits.
  - iii. The quarterly audit cost will be paid in full by the facility and/or participant seeking the acceptance of the facility into their membership.
  - iv. In the next 12 months, the facility will then be required to have biannual evaluations.
  - v. When the final evaluation is conducted, the facility will return to the normal evaluation cycle within three years of the final evaluation date.
- d. Based upon unsatisfactory audit findings, facility will:
  - i. Remain decertified.
  - ii. Be eligible for reapplying for reinstatement after a subsequent 30 days.

**Participant Reinstatement Process**

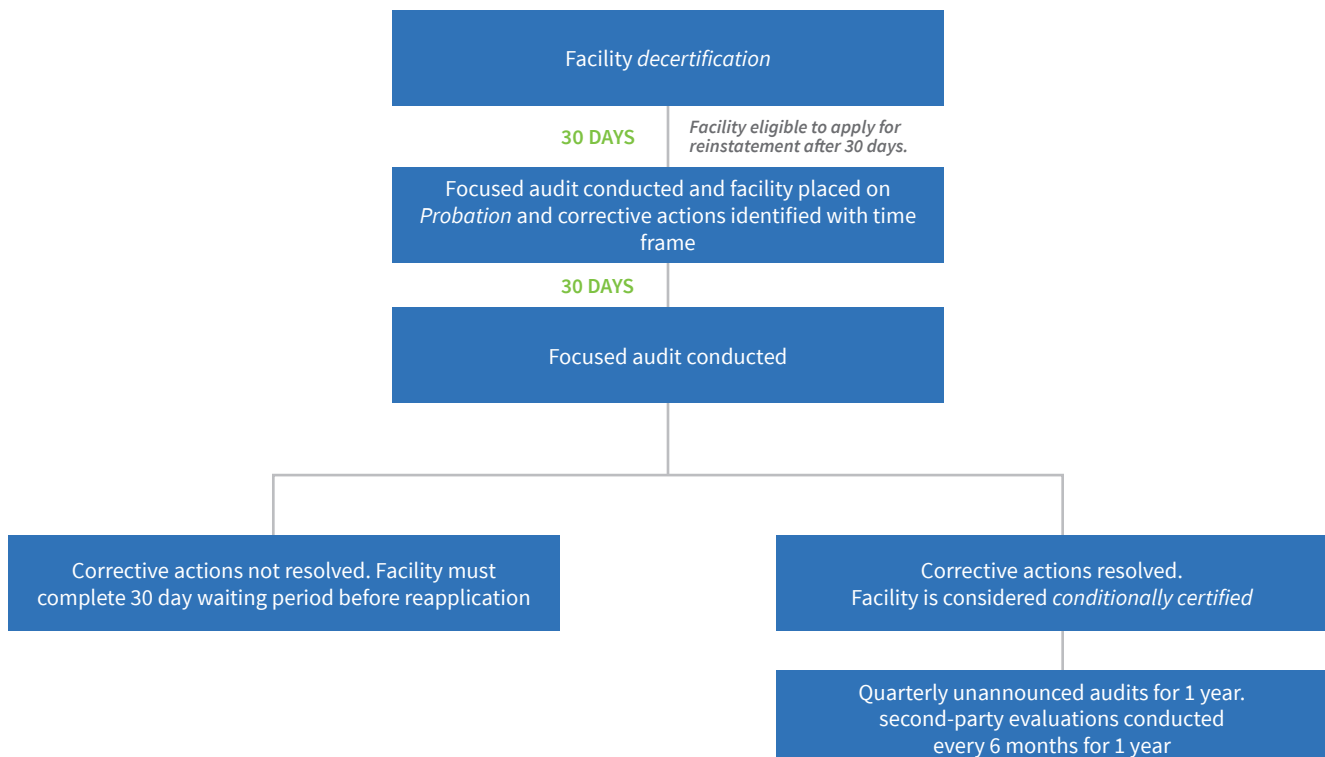
1. Participant provides documentation outlining actions taken to align with FARM's participation terms.
2. FARM will review documentation and confirm that participation terms are met.
3. Participant reinstated to good standing with FARM.



## Egregious Evidence Found



## Decertified Reinstatement



## Cooperative/Proprietary Processor Contract Agreement

Notwithstanding, FARM recognizes that a participant may immediately terminate a facility's milk supply agreement based upon willful mistreatment or neglect in accordance with their contractual relationship. If the facility's milk supply agreement is terminated for such reason, the facility is no longer in good standing with FARM.

If a facility's milk supply agreement has been terminated by a participant based upon willful mistreatment or neglect without previous protocol execution, and then enters into a contract agreement with a different participant, the facility will be considered Conditionally Certified, and required to undergo the protocol.

### Considerations for the Willful Mistreatment or Neglect Protocol

#### Protocol Execution

Only FARM's approved third-party vendor, FSNS C&A, can execute the protocol.

#### Payment

The National Dairy FARM Program will split the cost (with the participant) of any third-party audits or third-party follow-ups conducted as part of an active WMNP.

#### Business-to-Business Relationships

An audit will not be provided to any customer unless done so by the participant. The participant can elect to share the audit report with any individuals or organizations.

#### Protocol Communication

Throughout the protocol, any communication with the dairy farmer, state, regional and national checkoff groups will be facilitated by FARM and the participant.



## See It? Stop It! Program

FARM encourages dairy farmers to implement the *See it? Stop it!* program. *See it? Stop it!* is a national initiative that confirms the culture of care that farm owners and managers demand of every person who encounters their animals. The purpose is to:

- Highlight the integrity of the farm's philosophies on responsible animal care
- Help staff understand their important role in animal protection
- Provide clear direction to employees who suspect or witness deliberate animal abuse, neglect, harm or mishandling on how to immediately report it to a supervisor or other individual responsible for enforcement of proper animal care

Materials, both in English and Spanish, include a program overview, initiative values, poster, brochure, PowerPoint presentation and employee agreement and checklist. *See it? Stop it!* helps producers confirm their obligation to great animal care and their commitment to ensure those in contact with their animals do the same.

**Learn more at [seeitstopit.org](http://seeitstopit.org).**

# 10

## FARM Database



The FARM Program database is the repository of, and access point for, participant data, including farms and facilities, evaluations, corrective action plans and user accounts. It is also the hub for FARM certification and training, as well as resources not available to the public.

### Database Participant Manager Expectations

- **Verify** that every evaluation has been successfully submitted.
- **Immediately notify** FARM staff at [dairyfarm@nmpf.org](mailto:dairyfarm@nmpf.org) when a submitted evaluation cannot be found in the data management portal. If an evaluation does not reach the data management portal, immediately stop evaluations until the cause of the problem can be identified and fixed. Failure to promptly report database problems and temporarily hold evaluations may result in data loss requiring evaluations to be redone.
- **Unaffiliate farms** that no longer ship milk to the participant. When a farmer goes out of business, begins shipping milk to a different cooperative/processor or stops shipping milk to the participant for any other reason, the primary manager is responsible for unaffiliating the farm from the participant account. Failure to unaffiliate farms in a timely manner may impact the participant's standing in the FARM Program.
- **Notify the FARM Program** when a new producer needs to be **affiliated** with the participant account. The primary manager should send the farm name, address, previous cooperative/processor and date the farm will begin shipping to the participant to [dairyfarm@nmpf.org](mailto:dairyfarm@nmpf.org). ***Always check with FARM staff to determine if the farm is in the data management portal before creating a new farm.***
- **Unaffiliate managers and evaluators** no longer employed by the participant. Failure to remove the affiliation of previous employees allows them access to confidential information about farms. Upon termination or change in employment status, immediately unaffiliate them.





NewInsights is a Denver, Colorado-based, privately funded company that combines best-in-class technology with a passion for dairy. NewInsights' solutions have a strong reputation for innovation, customer focus, practical problem solving, customer support and customer satisfaction.

### Data Ownership/Sharing

Information stored within the FARM database is owned by the FARM participant and the individual facility where the information was gathered. FARM only shares information on an aggregate level. FARM never shares individual farm information unless directed by the participant.

FARM can assist participants in creating a data report or in completing any sourcing guidelines or surveys.

### Data Management

FARM Animal Care participants are expected to review and ensure information within the FARM database is updated at least once per month.

### Facility Access

All facilities have access to review completed evaluations, verifications, and active and past corrective action plans within the password-secured FARM database. Facility representatives in need of an account within the FARM database should reach out to their FARM second-party evaluator.

### Database Library

Program resources to aid in completing the Animal Care evaluation, including potentially sensitive information, are held in the database library.

### Getting Help

Users experiencing technical problems with the database or evaluations app should email [farmtechsupport@nmpf.org](mailto:farmtechsupport@nmpf.org) for assistance.

## Animal Care Roles Within the FARM Database

**Manager(s):** May edit participant account and farm/facility information, unaffiliate farms and users, and view completed evaluations and corrective action plans.

**Evaluator(s):** May submit evaluations through the evaluations app and resolve corrective action plans but may not edit or change any participant data.

**Primary Manager:** A participant has one primary manager. The primary manager has all of the abilities of a manager and is the primary contact for important communications from the FARM Program.

# 11

## Program Brand Guidelines

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*The National Dairy FARM Program brand represents to important audiences who we are and what we do – from our member dairy producers, cooperatives and processors to veterinarians, retailers, restaurants, consumers, media and broader food and agriculture industry influencers.*

*Maintaining brand standards results in a cohesive image and consistent messaging – both which help amplify our mission of high standards of animal care, environmental and antibiotic stewardship, and worker safety. It's that consistency over time that demonstrates our professionalism, enhances our reputation, differentiates FARM from other programs and, ultimately, builds trust.*

*Thank you for helping FARM tell its story by using the following guidelines in your outreach.*

## OUR SHARED GOALS

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### Tell the FARM Story

Continue to amplify the FARM story by sharing our brand and key messages to ensure long-term success as we continue – in partnership with farmers, co-ops and processors – to raise the bar for today's dairy industry.



### Instill Confidence

Communicate about the National Dairy FARM Program in a way that instills confidence in our audiences that we hold our members to rigorous standards on the nation's dairy farms.



### Demonstrate Professionalism

Use the FARM brand in a consistent manner, adhering to guidelines, to demonstrate the professionalism of the program.

## COLOR PALETTE

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### Primary Palette

Consistent use of color is one of the simplest ways to establish and maintain an enduring, recognizable brand. Please follow the specified values when creating any FARM-branded collateral.



**CMYK** 100, 95, 26, 13  
**RGB** 40, 50, 112  
**HEX** 283270



**CMYK** 83, 15, 100, 2  
**RGB** 28, 153, 72  
**HEX** 1C9948



**CMYK** 50, 0, 99, 0  
**RGB** 141, 199, 65  
**HEX** 8DC741



**CMYK** 80, 53, 1, 0  
**RGB** 60, 115, 183  
**HEX** 3C73B7



**CMYK** 12, 99, 97, 2  
**RGB** 209, 36, 41  
**HEX** D12429



**CMYK** 0, 0, 0, 100  
**RGB** 0, 0, 0  
**HEX** 000000



## OUR LOGO

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### The FARM Logo

A consistent use of logos and brand marks can be one of the most important ways of creating a recognizable and lasting brand image. The FARM logo and supporting variations should never be altered or redrawn.

### Alternative Logo

When the main, circular logo is not ideal for the space, there is an allowable variation intended to maintain legibility. This version is horizontal in nature and moves the primary tagline from around "FARM" to below "FARM" as shown.

**The FARM logo is permitted for DIGITAL USE ONLY. To use the logo for print materials, apparel or other branded items, please email [dairyfarm@nmpf.org](mailto:dairyfarm@nmpf.org) for approval. The FARM logo is not allowed on product packaging.**



## LOGO PLACEMENT

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### Clear Space

Maintain the proper amount of clear space around the FARM logo to protect it from distracting graphics and typography. Make sure there is at least  $\frac{1}{3}$  the width of the logo of white space on all sides.

### Minimum Size

The FARM logo should never be reproduced smaller than 0.75" wide.



*When referencing the National Dairy FARM Program, please use the following messages. The long-form messages may be abbreviated.*

### **Short Form**

**Option 1:** The National Dairy FARM Program – ensuring the highest standards on today’s dairy farms.

**Option 2:** The National Dairy FARM Program – ensuring the highest standards for animal care, wholesome milk, environmental stewardship and workforce development on today’s dairy farms.

### **Long Form**

**Option 1:** Consumers today are more interested than ever before in their food: how it’s produced, its safety and wholesomeness, who’s producing it, and how animals, the environment and employees are treated.

The National Dairy FARM Program: Farmers Assuring Responsible Management is earning the trust of everyone who makes dairy a part of their day by setting the highest standards on U.S. dairy farms.

Open to all farms, milk processors and cooperatives, FARM helps ensure the success of the entire industry by demonstrating to our customers and consumers that U.S. dairy farmers are committed to producing the best milk with integrity.

**Option 2:** Dedicated farmers. Healthy cows. Wholesome milk. That’s what the National Dairy FARM Program is all about. FARM, or Farmers Assuring Responsible Management, is a program open to dairy farmers, co-ops and processors across the U.S. that sets the highest standards when it comes to animal care, wholesome milk, environmental stewardship and ensuring safe, exceptional work environments. FARM creates a culture of continuous improvement that inspires dairy farmers to do things even better every day.

**Option 3:** Today’s consumers expect – and deserve – safe, wholesome food from people who are producing it responsibly. That’s where the National Dairy FARM Program comes in. U.S. dairy farmers have an excellent track record. FARM demonstrates their commitment to animal care, wholesome milk, environmental stewardship and ensuring safe, exceptional work environments – showing consumers that they’re doing what’s right. FARM raises the bar for the entire industry and creates a culture of continuous improvement.



To learn more about the National Dairy FARM Program, visit

**[NATIONALDAIRYFARM.COM](http://NATIONALDAIRYFARM.COM)**

or contact the National Milk Producers Federation at

**703.243.6119**

**[DAIRYFARM@NMPF.ORG](mailto:DAIRYFARM@NMPF.ORG)**



**#FARMPROUD**