Creating a Geographically Linked Brand for High-Quality Beef: A Case Study

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Executive Summary

Worldwide, a segment of consumers can afford to pay substantial price premiums for very high quality agricultural products with attributes those consumers value. At the same time, many U.S. farmers are producing these high-quality products but are not using market mechanisms that allow them to take fullest advantage of price premiums. This paper describes a pilot program developed to commercialize an origin-based collective brand for very high quality beef. We hypothesize that, if successful, the program would create potential for cattle producers to take fuller advantage of price premiums often captured elsewhere in the marketing channel. Specifically, the pilot program analyzed two mechanisms for differentiating and marketing very high quality beef: a certification mark (a type of U.S. trademark that links products to their geographic origin) and a USDA Process Verification Program (a federal program that allows producers to provide documented assurances to their customers that a stated set of minimum production standards are met). This paper describes how we identified target markets, defined product specifications and determined potential supply, protected property rights using the U.S. trademark system, prepared documentation for a USDA process verification program, and attempted to commercialize Iowa-80 Beef. We also discuss the costs and feasibility of small firms or producer groups obtaining and maintaining a certification mark and a process verification program. Finally, we discuss the challenges and lessons learned from attempting to brand and commercialize very high quality beef.

Keywords: certification mark, collective brands, consumer assurance, geographic origin, process verification.

CREATING A GEOGRAPHICALLY LINKED BRAND FOR HIGH-QUALITY BEEF: A CASE STUDY

Introduction

Worldwide, a segment of consumers can afford to pay substantial price premiums for very high quality agricultural products with attributes those consumers value. At the same time, many U.S. farmers are producing these high-quality products but are not using market mechanisms that would allow them to take fullest advantage of price premiums. One way to ensure that premium-paying consumers receive the products they value is to differentiate the products in a way that transmits quality information to consumers, transmits price signals from the consumers to producers, achieves a scale of production large enough to justify the costs of creating and maintaining differentiation, and prevents imitation by competitors. The Iowa-80 Beef pilot program was developed as a case study to test whether the costs and benefits of using some of the current tools available to U.S. producers for differentiating their output can accomplish these objectives.

Several recent studies have examined some of the market mechanisms being used to increase premiums. Hayes, Lence, and Stoppa (2003) found that agricultural producers often lose out on premiums for their highest-value output because commodity-based marketing systems commingle high-value output with lower-value output. Under this system, when price incentives do exist, they are quickly eliminated as producers rush to compete for higher prices and oversupply the market. Further, producers often do not own the rights to their differentiated product, and any profits associated with those products are passed to someone else in the marketing channel. One way for producers to retain rights is to market a niche product as a collective brand.

Collective brands have become popular in the European Union, where high-value products are protected based on geographical linkages, unique product attributes, and traditional production practices. These EU brands, often registered as geographical indications, have earned some producers large premiums relative to returns for commodity products (Babcock and Clemens 2004). In addition, collective brands can discourage

overproduction of commodity products and dependence on subsidies and can encourage adding value locally, which can have a positive impact on the rural economy (Clemens 2004; Hayes 2005). As will be discussed, the U.S. trademark system provides protection for agricultural products based on geographical linkage to product origin and certified production practices, and this mechanism is examined. A second mechanism addressed in this case study is process verification, an audited documentation system that can be used to protect the integrity of the collective brand and provide assurance that minimum production standards are followed by all the producers and processors of the brand.

Based on results from earlier research and meetings with industry experts who confirmed strong demand and potentially high premiums for high-quality beef, we hypothesized that a program to differentiate and market very high quality beef produced in Iowa would allow producers to take fuller advantage of price premiums. Beef was chosen for the study because attributes that consumers value can be identified, verified (documented), and used to differentiate high-quality beef from commodity product. Further, a geographical linkage exists because Iowa beef producers have an abundance of low-cost corn and corn co-products available for feeding cattle (see Figure 1) and a history of raising breeds of cattle that produce high-grading beef—two factors that have contributed to Iowa's international reputation for producing tender, flavorful beef. Given

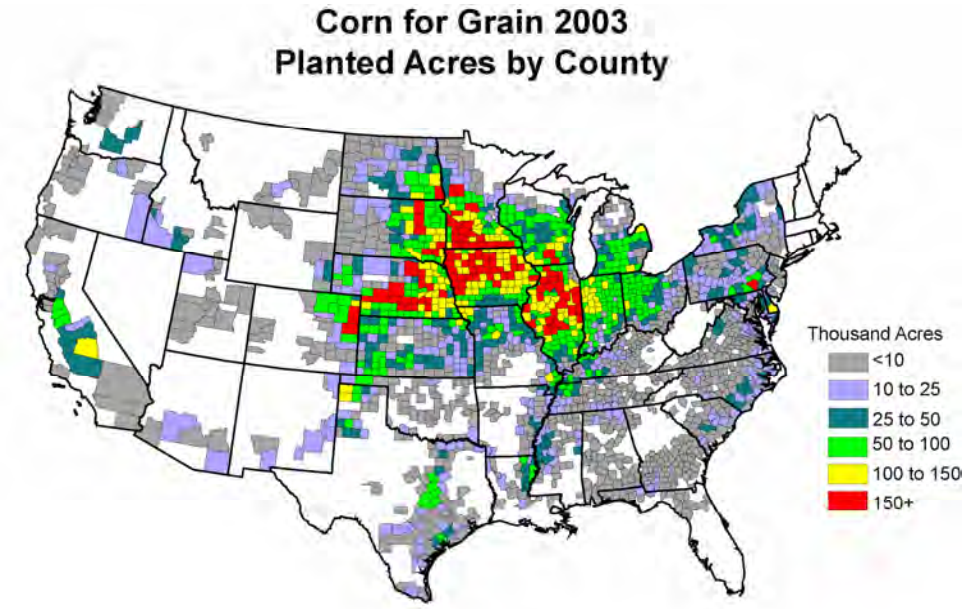

FIGURE 1. Corn for grain, 2003 planted acres by county

the strong international and domestic demand for very high quality beef and the limited supply relative to total beef production, premiums should exist for Iowa's highest-quality beef products, and Iowa producers should be able to capture a portion of these premiums.

In this paper we describe the development of Iowa-80 Beef as an origin-based collective brand. The following sections describe how we identified our target markets, defined product specifications and determined potential supply, protected the product using the U.S. trademark system, enlisted participants for the pilot program, and prepared documentation for process verification through the U.S. Department of Agriculture (USDA). The final section discusses the challenges and lessons learned from the Iowa-80 Beef pilot program.

Identifying Target Markets

The primary target market for the Iowa-80 Beef pilot program was Japan. Prior to the discovery of a case of bovine spongiform encephalopathy (BSE) in the United States in December 2003, Japan was by far the largest importer of high-value U.S. beef products. Japan's BSE-related ban on imports of U.S. beef was still in place when the Iowa-80 Beef pilot project was initiated in mid-2004, but the United States and Japan were negotiating conditions for re-opening the market to U.S. beef. The secondary target market for Iowa-80 Beef was the domestic market for very high quality beef, such as high-end restaurants.

Both target markets were considered in developing a brand name, but greater emphasis was placed on using a name with meaning in the Japanese market. Prior to Japan's ban on U.S. beef, Japanese consumers generally preferred grain-fed beef from the U.S. Midwest over the imported short-fed or grass-fed beef from other regions and other countries. Japanese importers had become familiar with the USDA inspection number assigned to individual packing plants and wanted more beef from the plants that harvest and process long-fed cattle from the Midwest. Because production and processing of this beef occurs along the U.S. Interstate 80 corridor, high-quality grain-fed beef from the U.S. Midwest was informally known as I-80 beef to some Japanese buyers. Iowa-80 Beef was a brand name that would take advantage of this quality association.

Also, conversations with Japanese importers indicated that they would consider specifically purchasing beef known to be fed in Iowa, but the lack of packing plants in Iowa would make it difficult to ensure that beef processed in another state was actually fed in Iowa. Given these market conditions and concerns, the Iowa-80 Beef pilot program was developed to evaluate trademark protection and process verification mechanisms for providing this assurance. A type of U.S. trademark known as a certification mark can be used to link products to a specific geographical area and to differentiate the product from products of lesser quality by specifying the minimum production standards or product attributes being certified. For the Iowa-80 Beef pilot program, the mark would create or solidify customer associations for high-quality beef produced in the state of Iowa. Second, USDA process verification can be used to provide customers with documented assurance that a product was produced according to a stated set of minimum production specifications. Branding and process verification could be used to assure customers that beef harvested from Iowa-80 Beef cattle conforms to the product's standards no matter where harvest and processing take place.

Defining the Value-Added Attributes of Iowa-80 Beef

To achieve the goals of obtaining an origin-based trademark and achieving process verification, the production standards for Iowa-80 Beef needed to be verifiable and fully documentable. The attributes also had to add value for which the target markets would pay a premium.

As noted, the long-term success for agricultural brands depends in part on ensuring that supply does not overrun demand and eliminate any premiums (Hayes, Lence, and Stoppa 2003). For many products, a U.S. state is too large to act as a geographic limit on production, and state brands risk becoming a commodity standard (Hayes 2005). However, one way to restrict supply within a geographical region is to set sufficiently stringent specifications to ensure a minimum quality that raises the product well above commodity status. Our specifications for Iowa-80 Beef were designed to achieve a very high quality product with restricted supply because not all Iowa producers would be willing to abide by the production specifications or to provide the necessary documentation for certification and process verification. In fact, as discussed in the following sections, the preliminary specifications for Iowa-80 Beef were too stringent to allow

production on a scale deemed large enough to sustain the program. Thus, it was necessary to revise the specifications to allow for reasonable supply without compromising the origin and high-quality attributes for which consumers would pay a premium.

Determining Production Specifications

The first step in the pilot program was to define production specifications that would be used to differentiate Iowa-80 Beef from lower-quality beef and beef from other origins. The second step was to determine the potential supply of animals and beef that could be produced under these specifications. Table 1 shows the preliminary set of production criteria developed for Iowa-80 Beef.

Individual animal identification and source and age verification were required for the Iowa-80 Beef program for several reasons. Unique animal identification was required to achieve USDA process verification and would be key to protecting the integrity of a beef

TABLE 1. Preliminary production specifications for Iowa-80 Beef

- Each animal is identified with a unique identification number using an electronic ear tag by the time of weaning.
- Source of origin (place of birth) is verified for each animal.
- The age of each animal is verified to be less than 18 months at time of slaughter.
- The genetic makeup of each animal is verified to be produced only from sires and dams that are Black Angus, Red Angus, or Hereford (horned or polled) and that Iowa-80 Beef program calves are at least 50 percent of any of these breeds. No other breeds or crossbreeds will be used.
- All animals are fed in a single Iowa cattle producer's feedlot for a minimum of 200 days.
- All animals are fed a high-concentrate ration of at least 75 percent corn or corn co-products for the full feeding period.
- All animals and all beef products sold as Iowa-80 Beef program are segregated, processed, and labeled at the beef processing plant.
- All beef is hung and dry-aged for a minimum of 14 days before shipment to customers.
- All carcasses must meet the quality standards for one of the following two levels, according to official USDA grades.
  - The first level meets all the above criteria and grades Choice Plus or Prime.
  - The second level meets all the above criteria and grades Middle Choice.

brand that is based on certified production practices. Also, information about the negotiations to re-open the Japanese market to U.S. beef indicated that documented age and source verification would be part of any agreement to resume trade. The Japanese requirement that U.S. beef be harvested from animals 20 months of age or younger was being discussed but had not been adopted as a condition of re-opening the Japanese market to U.S. beef. We chose a conservative 18 months for the Iowa-80 program.

The genetics, corn-based ration, minimum time on feed, and grade specifications were included to ensure a consistently high-quality, long-fed product with the marbling, flavor, and tenderness attributes that consumers value. The restriction to feeding the animal only in an Iowa feedlot ensured the beef could be geographically linked to production in Iowa.

Segregation and labeling during harvest and processing was required to maintain product integrity and ensure non-program beef would not inadvertently be mixed with program beef, both for process verification and certification. Dry aging was included to further differentiate and add value to the product.

Determining Potential Supply

To determine the potential supply of Iowa-80 Beef animals that would be available under these specifications, Lawrence and Ibarburu-Blanc (2005) used two datasets—the Tri-County Steer Carcass Futurity (TCSCF) program dataset for 2003-04 and Iowa Quality Beef Supply Network (IQBSN) dataset for 2001-02—to estimate the percentage of cattle fed in Iowa that would meet the preliminary set of production specifications. The TCSCF dataset included feedlot data, carcass data, and birthdates for more than 14,000 cattle originating from eight states and fed in Iowa.

Table 2 shows the percentage of TCSCF cattle that would qualify for each individual specification and for all the specifications, on a monthly and annual basis. As shown in Table 2, only 0.7 percent of the animals in the TCSCF dataset could have met all the preliminary specifications for Iowa-80 Beef animals if they had been enrolled in the program during 2002-03. Further, no Iowa-80 Beef would have been harvested from August through November. The most restrictive characteristic was quality grade, and the second most restrictive was days on feed.

TABLE 2. Percentage of TCSCF program cattle that would comply with preliminary Iowa-80 Beef specifications, by month

Month	Angus or Hereford Sired	Minimum 200 Days of Feed	< 18 Months at Harvest	USDA Grade			Cattle that Meet All Specifications
				Middle Choice	Upper Choice	Prime	
				(percent)			
January	74.7	3.8	80.4	16.5	4.5	0.7	0.16
February	82.6	9.4	77.2	16.8	6.6	1.4	1.43
March	74.3	4.1	91.1	15.4	5.8	1.8	0.00
April	70.0	7.9	92.6	17.9	7.1	1.7	0.35
May	62.7	24.7	89.9	16.4	2.4	1.2	0.71
June	63.1	21.6	91.7	16.4	3.9	2.1	1.58
July	65.9	56.9	70.4	10.3	5.0	1.2	2.36
August	91.1	0.0	44.8	6.6	2.1	0.8	0.00
September	80.2	0.8	50.8	8.7	0.0	1.6	0.00
October	73.5	0.0	43.3	3.5	4.7	0.6	0.00
November	81.4	8.1	60.2	9.7	4.3	1.7	0.00
December	89.5	12.8	94.4	16.8	5.2	1.6	0.70
Year	71.0	13.6	85.7	15.7	5.0	1.5	**0.67**

Source: Tri-County Steer Carcass Futurity data for 2002-03.
Note: The additional assumption was made that the cattle produced carcasses weighing 600 to 900 pounds (hot weight).

Table 3 reflects the seasonality of qualified cattle in the TSCSF dataset. Of the 71.0 percent of the cattle that qualified on the basis of breed, for example, 5.9 percent were slaughtered in January. Age and number of days on feed were most limiting during the months of August through November, when no cattle would have qualified for the Iowa-80 Beef program. However, Iowa marketings during these months are very low and the percentage of qualified cattle may be higher in a larger population. One reason for the low TCSCF marketings in the fall is that cattle prices are seasonally low, in part because of large supplies. Thus, there will likely be a large potential pool of cattle during these months, and a price premium for Iowa-80 Beef may encourage producers to manage cattle into that time slot.

Because the IQBSN data were reported differently from the TCSCF data, the IQBSN data cannot be used to determine whether cattle would qualify as Iowa-80 Beef. However, the two datasets can be compared based on quality grade indicators. As shown in Table 4, IQBSN cattle produced a higher percentage of Middle Choice, Upper Choice, and Prime carcasses. We do not know animal age or days on feed for the IQBSN animals; but, based on the quality comparison, the relatively large number of cattle sold in this

TABLE 3. Percentage of potentially qualifying TCSCF program cattle harvested, by month

Month Harvested	Angus or Hereford Sired	Minimum 200 Days of Feed	< 18 Months of Age at Harvest	USDA Grade		
				Middle Choice	Upper Choice	Prime
			(percent)			
January	5.9	1.7	5.5	6.1	5.2	2.8
February	11.8	6.8	9.6	10.5	13.1	8.9
March	14.5	3.9	14.3	12.8	15.4	15.9
April	23.4	13.9	25.4	27.6	34.8	27.1
May	18.3	37.8	22.1	21.7	10.2	16.4
June	11.1	19.1	13.5	12.6	9.5	16.8
July	2.4	12.1	2.3	1.9	3.0	2.3
August	1.6	0.0	0.7	0.7	0.7	0.9
September	1.2	0.1	0.7	0.5	0.0	0.9
October	2.4	0.0	0.9	0.5	2.3	0.9
November	4.2	2.1	2.4	2.2	3.1	4.2
December	3.2	2.6	2.8	2.9	2.8	2.8
Year	71.0	13.6	85.7	15.7	5.0	1.5

Source: Tri-County Steer Carcass Futurity data for 2002-03.
Note: The additional assumption was made that the cattle produced carcasses weighing 600 to 900 pounds (hot weight).

TABLE 4. Percentage of animals grading Middle Choice, Upper Choice, and Prime in the IQBSN 2001-2002 dataset and the TCSCF 2003-04 dataset

	IQBSN data			TCSCF data		
Month	Upper 2/3 Choice (percent)	Prime (percent)	Total Cattle	Upper 2/3 Choice (percent)	Prime (percent)	Total Cattle
January	25.46	4.27	5,836	20.94	0.73	826
February	24.34	3.87	8,012	23.45	1.35	1,403
March	28.21	4.40	11,636	21.22	1.82	1,871
April	22.76	3.35	10,029	25.00	1.67	3,464
May	20.93	1.85	13,090	18.78	1.17	2,988
June	25.94	2.75	6,288	20.32	2.09	1,722
July	23.39	4.11	8,072	15.31	1.20	418
August	25.22	5.12	9,262	8.61	0.82	244
September	27.65	4.35	9,750	8.66	1.57	127
October	26.04	5.39	8,895	8.19	0.58	342
November	21.22	3.48	7,009	13.93	1.74	517
December	21.21	2.90	6,266	21.90	1.55	388
Total	24.41	3.80	104,145	20.67	1.50	14,310

group each month would increase the number of Iowa-80 Beef qualified cattle without oversupplying the program.

As shown by the data presented here, seasonality would present a challenge for the Iowa-80 Beef pilot program. Including two exacting production specifications—minimum days on feed and maximum age—helps control supply but also limits the potential pool of cattle. Table 5 shows the dominance of spring calving in the United States. Because Iowa-80 Beef cattle must be fed in Iowa but do not need to be born here, Iowa feedlots can source calves that meet Iowa-80 Beef production specifications from other regions.

The preliminary Iowa-80 Beef specifications were also compared to descriptions of South Dakota Certified Beef™ and Nebraska Corn-Fed Beef®, two other programs with minimum production specifications and identity tied to a specific U.S. state. The comparison, presented in Appendix A, was based on data available on Internet sites in 2005 and 2006. According to those data, the South Dakota Certified Beef program required that cattle be born, fed, and processed within the state; that producers keep individual birth records on the cattle; and that carcasses grade equivalent to Select (base tier) and Choice (upper tier) grades. The Nebraska Corn-Fed Beef program's minimum days on feed (100 days minimum) and ration requirements (50 percent corn or corn by-products) were similar to those of the South Dakota program, but the Nebraska program included

TABLE 5. Percentage of cattle operations with one or more beef calves born in the month listed, by region, 1996

Month	West	North-Central	South-Central	Central	Southeast	U.S. Total
			(percent)			
January	5.6	1.7	11.1	3.9	12.7	7.1
February	15.3	12.7	17.5	12.9	17.2	15.2
March	33.8	35.6	20.2	26.1	20	27.2
April	25.4	33.8	12	24.1	13	21.5
May	5.5	9.6	6.4	11	5.9	7.6
June	1.1	1.2	3.4	2.8	3.2	2.3
July	1	0.3	2.3	1.6	1.8	1.4
August	1.6	0.5	2.2	1.9	2	1.6
September	2.5	1.2	5.2	4.9	4.8	3.7
October	2.2	1.5	6.8	5.3	6.8	4.5
November	3.1	1.2	6.9	2.9	6.7	4.2
December	2.9	0.7	6	2.6	5.9	3.7

Source: U.S. Department of Agriculture 1997, p. 49.

only Choice beef and set yield grade and carcass weight requirements that were not included in the South Dakota program.

Revising the Production Specifications

Based on the estimates of potential supply, feedback from industry experts, and the comparison of state programs, the specifications for the Iowa-80 Beef program were refined to better fit the production potential and differentiation goals of the Iowa-80 Beef pilot program.

Animal Identification. The preliminary specifications included individual animal identification using electronic ear tags for all cattle entered into the program. However, contact with producers revealed that a significant proportion of potential suppliers were not using electronic ear tags. Several producers indicated that they planned to adopt an electronic system, but the increasing number of commercial animal identification programs seemed to be slowing adoption in some cases. Given the higher cost of electronic ear tags relative to the cost of the tags many producers were already using, some producers indicated that they were waiting to see whether specific brands of tags would be requested by the feedlots where their cattle were being fed or would be required by other beef programs where they may wish to market their cattle. In the early stages of developing the Iowa-80 Beef pilot program, some Missouri producers were just beginning to use the Missouri Beef Quality Assurance program, a USDA-certified quality system assurance program for source and age verification and individual animal identification. Given the low overall use of electronic ear tags at the time the Iowa-80 Beef pilot program was being developed, this specification was changed to require that all animals have an ear tag with a unique individual identification number.

Source and Age Verification. Source and age verification were retained, although the harvest age of less than 18 months was adjusted to 18 months of age or less.

Genetics. The genetic requirement for Iowa-80 Beef cattle was changed. Given that the initial target market for Iowa-80 Beef was the Japanese import market, where most consumers prefer black-hided animals, a specification for only Angus sires was deemed a better fit for the market. In addition, the Certified Angus Beef® (CAB) Program has been extremely successful at branding and promoting their product, and several volunteer participants for the Iowa-80 Beef pilot program were already marketing cattle into the

CAB program. The Iowa-80 Beef program does not require producers to sell their cattle into the program, so producers would have the option of selling cattle to any other program, including CAB if that program's requirements were met as well.

Ration. The specification for at least 75 percent corn or corn co-products in feedlot rations was modified to clarify that the percentage applied as an average over the entire feeding period.

Days on Feed. As noted, days on feed was the second most restrictive specification in limiting potential supply of eligible cattle. Because more cattle in the datasets were achieving the desired weights and grades in 180 days and this shorter feeding period could help reduce unwanted fat deposition and additional feeding costs, the specification for days on feed was reduced from 200 days to 180 days to increase the number of Iowa-fed animals that potentially would qualify for the program.

Grade. The preliminary specifications included two tiers of quality grade, with the higher tier limited to Upper Choice and Prime beef and the lower tier limited to Middle Choice product. Given the higher number of animals that would grade Middle Choice relative to the number grading High Choice and Prime, a two-tiered system would create a larger supply of Iowa-80 Beef. However, to establish Iowa-80 Beef as a *very* high quality product and to achieve greater differentiation compared to most other branded beef programs and commodity product, the final specifications were refined to include only beef grading Upper Choice or Prime.

Dry Aging. The preliminary specifications included dry aging all Iowa-80 Beef for at least 14 days to achieve a very high value-added product. However, dry aging greatly increases processing costs, and the number of packing/processing facilities that are equipped to dry age beef is limited. Given these limitations, dry aging was rejected as a mandatory specification but could voluntarily be used by Iowa-80 Beef processors with clients who desire dry-aged beef.

Table 6 shows the revised specifications for Iowa-80 Beef. The product is clearly differentiated from other branded, state, and process-verified beef programs in terms of production origin, days on feed, ration, and quality grades. However, the potential supply of Iowa-80 Beef will be much lower and will create a much greater challenge of providing continuous supply. Table 7 shows the number of cattle that would potentially qualify

TABLE 6. Final Iowa-80 Beef production and grading specifications

- Each animal is
  - sired by a 100 percent Angus bull
  - source verified to the farm of birth using an identification system with a unique ear tag number that identifies the animal through the production process
  - fed a high-concentrate ration that totals at least 75 percent corn and corn co-products over the feeding period
  - fed in an Iowa feedlot for a minimum of 180 days
  - age verified and processed at 18 months of age or less
- All animals and beef products are segregated, processed, and labeled at the beef processing plant.
- All beef carcasses meet the quality standards for USDA grades upper one-third Choice or Prime.

TABLE 7. Percentage of TCSCF program cattle that would comply with final Iowa-80 Beef specifications

Month	Angus Sired	Minimum 180 Days on Feed	18 Months or Less at Harvest	USDA Grade		Cattle that Meet All Specifications
				Upper Choice	Prime	
			(percent)			
January	73.8	23.1	83.9	2.8	1.5	0.4
February	79.6	19.7	79.7	6.0	1.3	1.8
March	72.3	20.0	88.3	3.7	2.0	0.8
April	65.9	32.9	91.6	4.1	1.8	1.3
May	59.7	50.9	92.1	2.6	1.3	1.7
June	56.3	56.7	92.1	3.2	2.5	2.0
July	52.4	47.9	79.1	3.2	0.8	2.3
August	66.4	26.5	53.5	2.3	2.0	0.4
September	71.8	24.2	56.0	0.3	1.2	0.0
October	65.1	0.0	47.0	3.1	1.0	0.0
November	68.6	11.1	66.5	2.4	1.2	0.0
December	67.7	24.4	75.9	4.0	1.2	0.5
Year	64.9	37.3	87.3	3.4	1.7	**1.4**

Source: Tri-County Steer Carcass Futurity data for 2000-06.
Notes: The additional assumption was made that the cattle produced carcasses weighing 600 to 900 pounds (hot weight). Additional data were used to calculate six-year averages rather than the one-year average used for the preliminary specifications.

for the program under the final specifications. As shown, the revised specifications increased the number of potentially qualified cattle in the dataset from 0.67 percent to 1.4 percent. Table 8 shows the seasonality of slaughter, by month. As shown, 73 percent of the cattle meeting all the specifications were harvested during April, May, and June. However, the number of months in which no cattle were slaughtered was reduced from four months to three months (September, October, and November).

The Iowa-80 Beef pilot program was initiated to analyze two specific mechanisms for differentiating and marketing very high quality beef and does not attempt to include all the high-quality beef fed in Iowa or to be the only branded beef program with a geographical link to the state of Iowa. Any program that encourages producers to improve the quality, recognition, and reputation of Iowa beef benefits the beef industry as a whole and the Iowa industry in particular. Other programs can be built using a different set of specifications to differentiate high-quality beef.

TABLE 8. Percentage of TCSCF program cattle that would comply with final Iowa-80 Beef specifications, by month harvested

Month	Angus Sired	Minimum 180 Days on Feed	18 Months or Less at Harvest	USDA Grade		Cattle that Meet All Specifications
				Upper Choice	Prime	
				(percent)		
January	4.6	2.5	4.0	3.4	3.7	1.3
February	8.3	3.3	6.4	10.9	4.8	9.0
March	15.5	6.8	13.5	14.1	16.0	8.5
April	25.7	21.3	26.4	28.7	26.0	24.7
May	22.8	33.2	26.4	17.8	18.7	30.6
June	10.5	21.2	13.4	12.6	20.6	17.6
July	3.2	7.7	3.8	5.7	3.1	6.9
August	2.0	1.2	1.2	1.2	2.2	0.5
September	0.9	0.6	0.5	0.1	0.6	0.0
October	1.4	0.0	0.6	1.2	0.8	0.0
November	2.5	0.7	1.6	1.6	1.7	0.0
December	2.5	1.6	2.2	2.8	1.7	0.8
Year	64.9	37.3	87.3	3.4	1.7	**1.4**

Source: Tri-County Steer Carcass Futurity data for 2000-06.
Notes: The additional assumption was made that the cattle produced carcasses weighing 600 to 900 pounds (hot weight). Additional data were used to calculate six-year averages rather than the one-year average used for the preliminary specifications.

Obtaining Trademark Protection

Once the production specifications were developed, the next step in the pilot program was to apply for a trademark to protect the product against competition from lower-quality product. Earlier MATRIC research examined the potential benefits of obtaining the type of trademark known as a certification mark for agricultural products (Hayes, Lence, and Stoppa 2003; Babcock and Clemens 2004). Certification marks can be used to certify that goods or services originate in a specific geographic region (e.g., 100% Kona Coffee® and Vidalia® onions) and to certify that the goods or services meet certain standards in relation to quality, materials, or mode of manufacture. Further, trademark law differentiates certification marks from other trademarks or service marks by two characteristics: a certification mark is not used by the mark owner and does not indicate a commercial source nor distinguish the goods or services of one person from those of another person (U.S. Patent and Trademark Office 2006a).

> A certification mark may not be used by the owner of the mark because the owner does not produce the goods or perform the services in connection with which the mark is used. The mark may be used only by entities other than the owner of the mark, with authorization from the owner of the mark. The certification mark owner controls the use of the mark by others on the certified goods/services, such control consisting of the taking steps to ensure that the mark is applied only to goods/services that contain or display the requisite characteristics or meet the specified requirements that the certifier/owner has established or adopted for the certification (U.S. Patent and Trademark Office 2006b).

Thus, a certification mark for Iowa-80 Beef allows protected registration of a product name that is attached to a geographical location and has defined minimum production specifications for the product. The certification mark is a mechanism that ensures participating producers are the only source of the branded product, protects the integrity of the product, and recognizes the qualifying output of individual producers equally.

Throughout this project, we attempted to follow all the steps that a small business or group of producers would need to follow to achieve our certification and process verification objectives, and to do so at a low cost. Concerning the trademark process, we designed the mark in-house with a graphic designer rather than having a mark created by a design or

marketing firm. And, to learn about the process of applying for a trademark first-hand, we applied for the Iowa-80 Beef certification mark without the use of an attorney.

The first step in applying for a certification mark was to search for other marks on which the design or content of our proposed mark might infringe. The U.S. Patent and Trademark Office (USPTO) Internet site includes the Trademark Electronic Search System (TESS), a search engine that allows users to search more than 4 million pending, registered, and dead federal trademarks (http://tess2.uspto.gov/bin/gate.exe?f=tess&state=ldq557.1.1). We used TESS and other Internet search engines and examined print documents for logos and marks with which the Iowa-80 Beef mark might conflict or provide confusion. We found no marks with which we believed the Iowa-80 Beef mark would conflict.

Once the search was completed, the second step was to submit an "Intent to Use" application for the Iowa-80 Beef certification mark using the USPTO Trademark Electronic Application System (TEAS) (http://www.uspto.gov/teas/index.html). We examined the published certification marks that had been registered for other agricultural products (e.g., Vidalia, 100% Maui Coffee) and followed the application instructions provided by USPTO. Our application was submitted electronically, and we received electronic notification that the application had been received and that, given the volume of applications at that time, our application would be examined by a USPTO attorney in approximately six months.

Approximately seven months from the date of application, we received a notice of Office Action. The Office Action document notified us that the examining attorney had found no similar registered or pending mark that would bar registration of the Iowa-80 Beef mark. However, we were asked to clarify four elements of the application.

1. The identification of goods, which we had developed using examples from registered marks, required clarification. The examining attorney provided appropriate language, which we adopted.
2. We were required to "disclaim the geographically descriptive wording 'IOWA' apart from the mark as shown because it is primarily geographically descriptive of the applicant's geographic location and where the goods originate." We

adopted the USPTO standard format: "No claim is made to the exclusive right to use 'IOWA' apart from the mark as shown."

3. The term "applicant" was amended to "certifier."
4. The certification standards were not specific enough in our application. For example, we stated that we would certify the number of days on feed but did not state how many days (e.g., a minimum of 180 days on feed). In our response, we fully defined each certification standard.

The four clarifications were submitted electronically, and a Notice of Publication was received approximately 60 days later. The Iowa-80 Beef certification mark was published in the Official Gazette for 30 days "for the purpose of opposition by any person who believes he will be damaged by the registration of the mark" (U.S. Patent and Trademark Office 2005). No opposition was filed, and a Notice of Allowance was issued requesting that we supply documents to show use of the mark in commerce. A copy of the Iowa-80 Beef brochure used at a trade show was submitted, and a Notice of Acceptance of Statement of Use was issued on June 21, 2006. The certification mark was registered on August 1, 2006 (Registration No. 3124767).

Figure 2 shows the final version of the mark used for the Iowa-80 Beef pilot program. The image creates a visual linkage between the state of Iowa and the Interstate-80 corridor where much of the grain-fed beef exported to Japan is produced and harvested, and emphasizes the Black Angus genetics of Iowa-80 Beef cattle.

FIGURE 2. The Iowa-80® Beef certification mark

In our experience, the USPTO site is straightforward, highly informative, and easily navigable, and provided all the information we needed to submit an application. The TEAS site includes help menus and instructions for the electronic application submission. The submittal process went smoothly, and we received immediate electronic notification each time we submitted information. Three separate inquiries were made to USPTO during the application process, and each received a prompt response.

Table 9 shows the timeline for the Iowa-80 Beef certification mark application and registration process. As shown, it took approximately 20 months to achieve registration. Although much of this time was spent waiting for action on the part of USPTO, an application prepared by a trademark attorney likely would not have needed the clarifications required by the notice of Office Action and may have reduced the time it took to obtain registration.

The cost of obtaining the Iowa-80 Beef mark was $335 for the application fee and $100 for filing the Statement of Use. The costs of protecting the mark from infringement are the responsibility of the owner, and these costs can vary widely, depending on whether a mark must be defended against infringement.

TABLE 9. Timeline for application and registration of the Iowa-80 Beef certification mark with the U.S. Patent and Trademark Office

Date	Action
December 15, 2004	Electronic application submitted to USPTO
July 13, 2005	Email sent to USPTO inquiring about status of application
July 21, 2005	USPTO sent Notice of Office Action requesting clarification of some application information
October 13, 2005	Response to Office Action submitted to USPTO
December 21, 2005	USPTO issued Notice of Publication
January 10, 2006	USPTO published certification mark and design in Official Gazette
April 4, 2006	USPTO issued Notice of Allowance requesting submission of Statement of Use
April 21, 2006	Statement of Use submitted to USPTO
June 21, 2006	Notice of Acceptance of Statement of Use issued by USPTO
August 1, 2006	USPTO registered Iowa-80 mark and design
August 18, 2006	Certificate of Registration received from USPTO

Recruiting Pilot Project Participants

Attempting to develop and introduce a new brand from the ground up posed challenges that self-organized groups or a business likely would not face. During the startup and proof-of-concept stages, it was important to recruit a group of participants sufficiently large to achieve continuous enough production to apply for USDA process verification, but small enough to allow the gradual development of marketing channels.

Slaughter/Fabrication

An early concern in developing the program was finding a slaughter facility that met the needs of the Iowa-80 Beef program. First, given that the pilot program was designed to target both interstate and international markets, slaughter and fabrication needed to be performed in a USDA-inspected facility. Over the years, beef slaughter has gradually moved outside the state of Iowa, and the small number of remaining USDA-inspected slaughter facilities greatly limits options for developing a noncommodity, branded beef product within the state (Babcock and Clemens 2005). At the time the Iowa-80 Beef program was being developed, only seven facilities in Iowa were USDA-inspected for beef slaughter, including the ISU Meat Lab, which does not perform commercial slaughter and fabrication.

Second, the nature of the Iowa-80 Beef pilot project dictated that the program begin on a very small scale, with initially small slaughter runs and segregation of the live cattle and labeling and segregation of Iowa-80 Beef carcasses and beef. This initial small slaughter meant that larger-scale packing plants would not be interested in participating in the pilot project. Discussions with one packer indicated that minimum slaughter runs of about 200 cattle would be needed to make it feasible to train personnel and set up slaughter and fabrication lines for a custom run.

Third, for the start-up phase of the project, we wanted to use a plant that performed both slaughter and fabrication so we could avoid transporting carcasses from a packing plant to a fabrication facility. Transporting carcasses would increase costs and require using a fabricator that could handle carcass halves. On the other hand, small slaughter runs at small facilities usually mean the loss of drop value for variety meats, and this loss of drop value reduces the potential returns on each carcass.

Fortunately, an Iowa plant within close proximity to Iowa State University met the multiple needs of the pilot project. Amend Packing Company in Des Moines, Iowa, is a USDA-inspected facility that is small enough to implement full traceability from live animal to boxed beef and to accommodate a start-up program such as Iowa-80 Beef. Amend staff were experienced with harvesting organic beef and the accompanying audits and documentation required for organic programs. The Amend plant fabricates the beef on-site to customer specifications and offers dry aging services. The owners of this facility have an ongoing relationship with Iowa State University and were willing to undertake the task of becoming process verified for the Iowa-80 Beef project.

Cow/Calf Producers and Cattle Feeders

Two groups of potential producer participants emerged for the Iowa-80 Beef pilot program. The first group was composed of cow/calf producers and feedlots already participating in the Tri-County Steer Carcass Futurity Cooperative (TCSCFC) in Southwest Iowa (http://www.tcscf.com/) and a few other producers referred by members of this group. The TCSCFC program provides cow-calf producers in eight states with feedlot performance, average daily gain, and carcass data for cattle entered in the program, for use in making breeding, management, and/or marketing decisions. The data being recorded and received by the TCSCFC group about their cattle would allow these producers to make the type of management decisions that would fit well with the Iowa-80 Beef program and to easily document production practices. Iowa TCSCFC board members were informed of the program and several of the program's producers were contacted to determine their interest in participating. We sent a letter to each participant and followed up with a phone call to answer any questions about the program. In all, we contacted 20 producers from among this group.

The second group of potential participants consisted of persons who had learned of the program through media reports or other sources and were requesting more information. Individuals in this group contacted Iowa-80 Beef staff by e-mail or by telephone. Six inquiries were received and responses were made to these individuals.

Program staff met with every producer who expressed an interest in participating and wanted to learn more about the program. Meetings were arranged with 13 producers, either individually or in small groups. Eleven of these producers were from the

TCSCFC group and two were producers who had contacted Iowa-80 Beef staff to inquire about the program.

One objective of the initial meeting with each producer was to explain the program so producers could determine how well their production practices fit the program and whether they wanted to participate. Another objective was to discuss the records that would be necessary for the Iowa-80 Beef pilot program and to determine the type and level of recordkeeping already being used by each producer. To help us analyze current operations and records, we conducted a "gap analysis" to determine the size of the gap between current recordkeeping systems and the system that would be required for certification and process verification. We developed the Iowa-80 Beef Program Compliance Checklist (see Appendix B) to develop an initial profile of each producer's system. Whenever possible, we sent the checklist to producers in advance of the initial meeting and discussed the responses at the meeting. We hoped to incorporate existing records as much as possible and to minimize the amount of additional records producers would need to maintain for the program.

The meetings with producers revealed that all kept some type of records but that the records represented a wide range of systems and variability in level of detail. As expected, producers who kept the most detailed herd records would require the fewest additional records to accommodate the Iowa-80 Beef pilot program.

After the meetings, five members of the TCSCFC group and one self-referred producer agreed to become the first participants in the pilot program. At this point, the pilot program was still under development; we were learning about documentation requirements and were exploring market development. We were unable to provide producers with the same amount of information they would receive if they were to join an existing program with all elements of certification, process verification, and full supply and marketing chains in place. And we were not offering any guaranteed price premiums. Participation was voluntary and producers were under no obligation to market cattle enrolled in the Iowa-80 Beef program to the program.

For producers who agreed to participate, a more detailed description of production practices relevant to the Iowa-80 Beef pilot program was prepared. Based on information received from the gap analysis, follow-up telephone calls, and follow-up meetings, Iowa-

80 Beef staff prepared an Iowa-80 Beef Pilot Program Process Descriptions document for each participant. The information provided and requested for the process descriptions document is presented in Appendix C. A completed process description was submitted to each participant for approval, and revisions were made until a final version was approved by the producer. This document was used to help ensure that Iowa-80 Beef staff had an accurate understanding of the participant's current operations and record system and could appropriately advise the participant about any changes in recordkeeping or production practices that would be needed to comply with the program.

Developing a USDA Process Verification Program

Obtaining USDA process verification was the second method being evaluated for differentiating Iowa-80 Beef as a high-quality, noncommodity product. A USDA Process Verified Program (PVP) "provides suppliers of agricultural products or services the opportunity to assure customers of their ability to provide consistent quality products or services" (USDA n.d.). Suppliers identify and support specific process verified points with a documented quality management system (QMS). USDA uses ISO 9000 standards to evaluate QMS program documentation, ensure consistent auditing practices, and promote international recognition of audit results. Suppliers who achieve USDA process verification can make marketing claims based on their process verification points (USDA n.d.). Thus, achieving USDA process verification would provide the Iowa-80 Beef pilot program with an internationally recognized method of differentiating beef and would provide buyers with auditable, documented assurance that all the process verified points were rigorously followed throughout the production process and verified through USDA audits and internal review.

The PVP regulations and requirements for preparing program documentation are available at http://processverified.usda.gov/. After an initial conversation with a USDA staff member, we prepared a manual and submitted it to the USDA Agricultural Marketing Service's Audit, Review, and Compliance Branch. A Kansas State study on applying for process verification notes that hiring a consultant to write PVP program can be costly but can also save a great deal of time (Sanden, Boland, and Thielen 2004). After investing considerable time preparing a manual, submitting it to USDA for review, and discovering

that the manual did not adequately document our program, we arrived at the same conclusion and hired a consultant experienced in preparing successful PVPs for several private companies. We found that hiring an experienced consultant to guide us in preparing the quality manuals was well worth the cost. Because we requested guidance rather than having the documentation written for us, the cost was probably less than would otherwise have been the case and we were able to better understand the documentation process. PVP manuals and training documents were prepared for submission for to USDA.

Verifying Our Processes

To qualify for USDA audits and to achieve approval as a USDA PVP, the applying program must be fully operational. The Iowa-80 Beef pilot program producers all had fully operational production facilities, but it was necessary to determine whether the documentation, transportation, harvest, and processing procedures worked as described in the PVP manuals. We purchased and harvested two beef animals for an early test of the planned program and marketing system.

The animals were purchased from a participating producer in Southwest Iowa and transported to Amend Packing Company in Des Moines, Iowa. Table 10 shows the costs of the test run, which were exceedingly high, primarily because of the high costs of transporting and harvesting only two animals. On the other hand, we did not incur any beef storage and delivery costs because the buyers picked up the beef from this test run at the plant immediately following processing.

TABLE 10. Costs of test run for slaughter and marketing of two beef animals

	Total	**Animal 1**	**Animal 2**
Live weight (lbs.)	2,102	1,034	1,068
Hot weight (lbs.)	1,274	632	642
Product weight (lbs.)	710	355	355
Costs			
Transportation	350.00	175.00	175.00
Purchasing cattle	1,594.11	830.13	763.98
Harvest charge	80.00	40.00	40.00
Processing charge	717.00	316.00	321.00
Total	$2,741.11	$1,361.13	$1,299.98
Cost per pound (product wt.)		$3.83	$3.66

The results of the test run were mixed. The test was beneficial in identifying improvements that would be needed before the program could be fully implemented. First, neither animal graded high enough to be marketed as Iowa-80 Beef and had to be sold as nonconforming product. We were unable to measure any potential premium and consumer acceptance of the product. However, the buyer who purchased beef from the test run was pleased with the flavor and overall quality of the beef, despite the lower-than-anticipated grade, and expressed interest in purchasing additional beef through the program.

Where to market product that does not conform to program specifications was a recurring question during program development. Although our customer was satisfied with nonconforming beef from the test run, solving this problem over the longer term is critical to the success of any premium beef program. A small custom packer may not have a large enough customer base to absorb the beef from a branded program, especially as the program grows, and market development is critical.

From a program development and operations perspective, a serious issue occurred when the owner of the cattle harvested for the test run failed to submit the documentation required by the PVP program. Perhaps it was the knowledge that this was "only a test run" that caused the owner to discount the importance of submitting the paperwork. However, given that the success of any certification program hinges on accurate and complete documentation, the producer's failure to provide the documents was a critical process failure and suggested two points that would need to be addressed for the Iowa-80 Beef program. First, initial discussions with producers may not have adequately emphasized the importance of documenting the verified points. These points are addressed in the required participant training for the Iowa-80 Beef USDA PVP documentation, but the training manual was still being prepared when the test run was performed. The PVP training manual fully explains the documentation requirements of the program and the consequences of failing to fulfill them.

A second issue involves the level of incentive that will be required for producers to invest the time needed to prepare documentation for a PVP program. Although we paid a small "hassle-factor" premium for the two cattle purchased for the test run, there was no guaranteed price premium for the cattle. Our test run showed us that the voluntary nature of participation and lack of a guaranteed premium may cause producers to discount the

importance of investing the time to provide the necessary documents for the Iowa-80 Beef program. On the other hand, producers will need to make an additional labor investment if this type of program is to be successful in developing the supply necessary to develop markets and create a level of demand that will generate premiums.

Roadblocks to Process Verification

Achieving USDA process verification requires that the program for which application is being made is fully operational so that USDA can verify conformance to all the process-verified points. Here, we encountered a roadblock in our pilot program that a business would not encounter. As a product of a research institution, the research portion of the pilot program could not engage in activity that would compete with the private sector or accept the liability risks that businesses encounter in everyday operations. University regulations required that, once the test run was completed, any business operations (e.g., buying and transporting cattle and marketing beef) must be moved outside the university. This meant that we would need to obtain non-university funding to create a separate business entity to perform these functions or that a business or group of producers would become certified to use the brand. Both options remain open at this time. And, in either event, we would continue to fund the research portion of the program to achieve USDA process verification, maintain the certification mark, provide internal program audit and review services, and measure the economic feasibility of the Iowa-80 Beef pilot program once it was fully operational.

Given that we are currently unable to move forward with process verification, the current drafts of the documentation we prepared for the project have not been submitted to USDA and have not been approved either through a USDA desk or field audit. However, for informational purposes, the PVP documentation and training materials are included in Appendix D.

Marketing Efforts

Another component of the pilot program was to develop markets for Iowa-80 Beef in Japan, the major target market. As noted, the Japanese market was closed to U.S. beef when the project was initiated. However, once U.S. beef regained access, Iowa-80 Beef would meet the high quality standards most desired by the Japanese import market and

the documented age and animal identification specifications being negotiated by the Japanese and U.S. governments. As negotiations between the Japanese and U.S. governments continued and the Iowa-80 Beef program developed, we decided to begin developing contacts by introducing Iowa-80 Beef at a booth at FOODEX JAPAN, Japan's largest annual food show. With assistance from the U.S. Meat Export Federation and a small grant of Market Access Program funds, we booked space and created a display and marketing materials for the show to be held in March 2006. Appendix E presents the Iowa-80 Beef brochure distributed at FOODEX JAPAN.

On December 12, 2005, three months prior to the FOODEX show, the Japanese market reopened to U.S. beef but was closed again on January 20, 2006, when a shipment of U.S. veal was found to contain bones banned under the U.S. export agreement with Japan. Negative attitudes toward U.S. beef from this event were exacerbated by the discovery of bone fragments in a shipment of U.S. beef to Hong Kong just as FOODEX Japan 2006 was getting under way in Tokyo. The timing of these events was not advantageous for U.S. beef exporters attending the show. However, despite the widespread negative press reports and renewed concerns about U.S. beef, interaction with Japanese and other buyers at the Iowa-80 Beef booth confirmed that demand exists for very high quality U.S. branded beef products in Japan and other Southeast Asian countries. As hoped, the show resulted in contacts with traders interested in marketing Iowa-80 Beef.

However, resumption of beef exports to Japan and other countries required the creation of export verification (EV) programs, and exported beef must be processed at a packing facility with an approved EV program. The Iowa-80 Beef program would need to achieve large enough volumes to use one of these facilities, and the small size of the program would not tolerate the risk involved in beef exports to some of these destinations. Given these limitations, Iowa-80 Beef would need to be marketed domestically until supplies became large and stable enough for export shipments.

Lessons Learned

Unlike the many branded and process verification programs that are initiated by business or industry groups, the Iowa-80 Beef pilot program is a research project that was initiated to evaluate the processes, costs, and feasibility of branding, certifying, and

providing process verification for a new branded program. The timing of the project relative to the Japanese ban on U.S. beef created challenges shared by all potential beef exporters to Japan. On the other hand, conducting research that also required business operations created both opportunities and challenges that would not affect a business venture and, to date, limited the scope of the pilot project. However, we learned several lessons that can be applied to other efforts to brand high-value agricultural products.

One of the lessons learned was about the costs of obtaining a brand and USDA PVP as mechanisms to help differentiate and market a very high quality agricultural product. We tested the lowest-cost methods to determine whether it would be economically feasible for a small-scale agribusiness or producer group to replicate our methodology to take advantage of these mechanisms. Obtaining the certification mark was relatively inexpensive. As noted, we were able to register our certification mark without using a trademark attorney. However, this decision should be carefully weighed on a case-by-case basis. A larger investment of time and money would have been necessary if our mark had been opposed after being published in the USPTO's Official Gazette. Also, we did not keep track of the time spent on the searches to determine whether our proposed mark infringed on an existing mark, and in completing and monitoring the application. Finally, once a mark is registered, additional costs will be incurred in monitoring against infringement by new applications, monitoring against unauthorized use of the mark, and renewing the mark.

Our experience showed the initial costs of preparing the documentation for USDA PVP to be much higher. Businesses may have the expertise to prepare their program documentation internally, but we found that hiring an experienced consultant was a sound investment. This cost will vary, depending on the services provided by the consultant. Even with a consultant, our documentation process was time-intensive, in part because we were documenting a start-up rather than an established operation. The additional costs of process verification will be substantial. Once documentation is prepared, the applicant must submit the documentation to USDA for a desk audit. If needed, revisions are made and submitted for approval. Once the documentation has been approved, USDA staff conduct on-site audits of facilities to evaluate the implementation of the program. The applicant reimburses the USDA for time and travel expenses for these audits. Based on experience working with a PVP applicant, researchers at Kansas State University estimated USDA PVP audit costs

at $5,000 (Sanden, Boland, and Thielen 2004). Program oversight, document revision, internal review, and audits will be among the continuing costs that will be incurred to maintain an approved PVP program. These relatively high start-up and continuing costs could be a limiting factor in the ability of a small agribusiness or small group of producers to use process verification to differentiate and market their product, and the costs must be recoverable to make the program feasible.

As discussed, other states have branded programs that identify a geographical linkage of beef produced in those states. As more branded and PVP programs emerge, a potential problem lies in different programs offering essentially the same products under different labels. Without clear product differentiation based on attributes that consumers can identify and value, branded beef produced in large quantities runs the risk of remaining a commodity product, and any initial premium will disappear. Stringent or unique production and/or processing criteria are needed to differentiate beef and other high-value agricultural products.

Finally, throughout the development of the Iowa-80 Beef pilot program, we were assured of the strong worldwide demand for high-quality beef, and one of the fastest-growing market segments is for natural and organic beef products. Although Iowa-80 Beef specifications do not mandate that the product be natural or organic, these are product attributes that could be marketed under the Iowa-80 Beef brand, as long as the product also meets all the Iowa-80 Beef specifications. These attributes would further differentiate Iowa-80 Beef for an even more specialized niche market.

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Appendix A. Summary Comparison of South Dakota Certified Beef™, Nebraska Corn-Fed Beef®, and Iowa-80® Beef Programs[a]

Specifications	South Dakota Certified Beef™	Nebraska Corn-Fed Beef®	Iowa-80® Beef[b]
Trademark Protection	State certification seal	U.S. Service Mark	U.S. Certification Mark
Certification Oversight	State of South Dakota	Nebraska Corn-Fed Beef, Inc.	USDA Process Verified Program (application in progress)
Estimated Premium	Not specified	$2/cwt on feeders $10/head sold on carcass merit system $12+/head on carcass merit system and delivery commitment; wider spreads with greater exports	Not estimated
Producer Requirements			
Participants	Located in South Dakota with USDA premises no.	Nebraska feedlots paying fair-share dues to Nebraska Cattlemens Association	Iowa Cattle Feeders
Participant training	Program training and South Dakota BQA/CMP[c] training	NC-BQA[d] certification of all feedlot employees	Iowa-80 Beef Program training
Program Commitment	Not specified	One-year delivery agreement	None
Enrollment fees	$100 annual licensing fee (waived until Oct. 1, 2005); plus 50¢/animal enrolled	None	None
Live Animal Requirements			
Animal Origin	South Dakota	United States	United States
Breed	No Brahman influence	No Brahman influence no Bos Inducus, no hump > 2”	Registered Angus sire; no Brahman influence
Animal Type	Steers and heifers	Steers and unbred/aborted heifers	Not specified
Animal ID	Tamperproof RFID tag, left ear applied at place of origin by by original owner prior to enrollment of cattle	Electronic tag at birth or weaning with NCFB EID tags ($2.50/tag, includes third-party age and source verification by BEEFTrax); Or numbered ranch tag	Unique ear tag applied before or at weaning
Source Verification	Yes	Yes, including verification for dams and sires	Yes
Birth Records	Individual	Individual or group	Individual or group

Appendix A. Summary Comparison South Dakota Certified Beef, Nebraska Corn-Fed Beef, and Iowa-80 Beef Programs (continued)

Specifications	South Dakota Certified Beef™	Nebraska Corn-Fed Beef®	Iowa-80® Beef
Ration	50% corn and/or distiller's grain over; Feeding period; no ruminant tissues, food wastes, livestock waste, or poultry waste	50% corn or by-products; 60 Mega cal. NEg/100 cwt dry matter No food, livestock, or poultry waste	75% corn or co-products over feeding period
Days on Feed	Minimum 100 days	Minimum 100 days	Minimum 180 days
Health/vaccination	South Dakota BQA/CMP standards	NC-BQA and NCFB guidelines for vaccination, implants, pesticides, drugs, feed	Legislated guidelines
Cattle Transfer	Producer warrants cattle are in full compliance at or prior to transfer	Affidavit	Transfer records
Age at Slaughter	< 24 months	< 30 months	18 months or less
Record Updates	Within 7 days of transfer/transaction	Not specified	7 to 14 days, depending on type of transaction
Record Retention	Not specified	All birth, health, and treatment records are kept for 3 years	3 years
Inspections/Audits	Initial on-site consultation; annual random audit of at least 10% of producers	Not specified	Minimums: Annual USDA audit; annual internal on-site audit of all producers; biannual internal on-site review of all producers
Processing Requirements			
Processors	Located in South Dakota with USDA premises no. Demonstrated ability to trace beef from live animal to finished product	Not specified	USDA-inspected plant with demonstrated ability to trace beef from live animal to boxed beef
Licensing Fee	Year 1: $0 (+ $300 if follow-up audit required) Year 2: $150 (+ $300 if follow-up audit required) Year 3 onward: $300/yr. and $300 sampling fees (+$300 if follow-up audit required)	Not specified	None
Training	Program training plus annual continuing education	Not specified	Iowa-80 Beef program training
Animal Verification	Processors electronically verify eligibility and origin of live animals prior to harvest	Not specified	Processors verify eligibility based on documentation from producers and ear tag no.

Appendix A. Summary Comparison of South Dakota Certified Beef, Nebraska Corn-Fed Beef, and Iowa-80 Beef Programs (continued)

Specifications	South Dakota Certified Beef™	Nebraska Corn-Fed Beef®	Iowa-80® Beef
Animal segregation	Segregation during harvest and processing	Not specified	Live animal segregation during harvest; beef segregation during processing
Inspection/Audit	Initial on-site inspection Random annual audits	Not specified	Minimums: annual internal audit; annual USDA audit; biannual internal review
Quality Assurance	Must use at least 1 of 5 approved quality enhancement techniques	Not specified	Random sampling for quality attributes and improvement over time
	Random sampling for tenderness, quality, consistency, and improvement over time	Not specified	
USDA Quality Grade	Base tier – equivalent to Select Upper tier – equivalent to Choice	Choice	Upper One-third Choice or Prime, determined by USDA grader
Yield Grade/Maturity	Not specified	1, 2, 3, or 4; "A" maturity Moderate muscling or thicker	Not specified
Carcass Weight	Not specified	550-1,000 hot carcass weight	Not specified
Other	Not specified	No dark cutters, no internal hemorrhages	
Harvest data to producers	Not specified	Carcass weight, quality grade, yield grade	Hot carcass weight, quality grade, yield grade
Consumer Information	State certification seal; Internet site	U.S. Service Mark; Internet site	U.S. Certification Mark; USDA PVP Mark; Internet site

Sources: South Dakota Certified Beef (2006); Nebraska Corn-Fed Beef (2005) (site unavailable to check for updates on September 6, 2006).
[a]Other specifications may exist but are not shown in program information posted on the South Dakota and Nebraska Internet sites.
[b]Based on specifications for the registered Certification Mark and program requirements for a USDA Process Verified Program (prior to USDA approval).
[c]Beef Quality Assurance/Critical Management Plan Program.
[d]Nebraska Cattlemen Beef Quality Assurance Program.

Appendix B

Record System Analysis for Iowa-80 Beef Project

Producer Name:_____

Management and Training

1. Are the names and positions of persons with managerial responsibilities for operation of the farm/feedlot documented?

   If yes, how is this done?

2. Are any formal training procedures followed?

   If yes, are procedures and dates documented?

Animal Identification

3. Do you have individual animal identification?

   If yes, please describe the ID method and type of tags used?

4. When is the animal identification applied?

5. Do you maintain individual ID through shipping?

6. Do you have a procedure for identifying animals if an ID is lost?

7. If you retag, do you record the re-tagging?

8. Are all these procedures documented? If so, describe the procedure.

Cow/Calf Producers

9. Can you verify which calves are sired by a 100% Angus bull?
   If yes, how is this documented?

10. Do you currently supply cattle into a branded program? Process verified program? QSA?

If yes, what program documentation is required (some records may be transferable to the Iowa-80 Beef program)?

11. Do you have a procedure for tracking cattle if they are moved to different pens or fields?
    If yes, how is this documented?

12. Are your pens/fields identified?
    If yes, how is this done?

Feedlots

13. Do you currently supply cattle into a branded program?

14. Do you follow production specifications for any other beef program?

15. Do your current suppliers provide documentation of animal age, source, and breed?

16. Do your current suppliers provide individual animal identification? If so, do you maintain these IDs or retag with your own? If no, do you apply your own ID tags?

17. Do you receive summary sheets with carcass feedback data from your packer(s)? If yes, what information is included?

18. Do you have a procedure for tracking cattle if they are moved to different pens?

19. Do you have a procedure for segregating nonconforming animals? How?

20. Are you pens/fields identified? How?

21. Is 180 days on feed an achievable program for your feedlot?

Feedstuffs

22. How do you keep track rations and ingredients?

Records

23. How do you keep records? (e.g., by hand, computer, kept in secure area, easily retrievable)

24. How long do you store your records and related production documents?

What opinions or comments do you have about the program?

Appendix C

Note that the document presented in this appendix was modified for each participant, based on the amount of data that had already been provided. For example, participants who had not provided detailed information initially were given examples of the type of information that was needed to help elicit more complete responses about their own operations.

Iowa-80 Beef Pilot Program
Process Descriptions

The next step to preparing for the Iowa-80 Beef's USDA Process Verification Program is to develop short, but detailed, write-ups about the protocols you currently implement in your beef production system. Below are the categories you will need to address. The purpose is to explain exactly the procedures you follow on your farm, ranch, or feedlot. These descriptions will be used to ensure that you "say what you do, and do what you say."

Although these descriptions indicate that the example producer has computerized records, this is not a requirement for participation in the Iowa-80 Beef pilot project as long as the same type of information is recorded in your handwritten records.

Control of Records

Recordkeeping System (describe your overall recordkeeping system and who is responsible for entering and maintaining data)

Record Retention (describe how handwritten, computerized, or other records are stored)

Record Security (describe how security is maintained for Iowa-80 Beef records to ensure three-year retention)

Control of Documents

Program Documentation (describe where you will keep the Iowa-80 Beef program manual and program-related documents)

Training and Training Documentation

(We will provide a short training manual. Describe who will be responsible for training and overseeing trained personnel.)

Live Animal Identification and Traceability

Individual Animal Identification (describe when calves are tagged, what type of tag, by whom, how unique ID is assured, how ID records are kept)

Ear Tag Inventory and Control (describe how tag inventory is maintained and kept secure)

Retagging before Weaning (describe how re-tagging is done, what tags are used, whether a new number is assigned, who does the tagging, how the re-tagging is documented)

Verification of 100% Angus Sire (describe the records used to verify sire and how the records are kept and cross-referenced to individual calves)

Calf Movement within Source Ranch or Farm (describe how on-farm movement of Iowa-80 Beef cattle is recorded)

Calf Segregation after Weaning (describe how calves are segregated and movement is tracked after weaning but before entering the feedlot)

Calf Movement to Feedlot on Farm of Birth (if cattle are fed out on the farm of birth, describe how calves are segregated and movement is tracked after weaning but before entering the feedlot)

Calf Movement to a Commercial Feedlot (if cattle move to a commercial feedlot other than on the farm of birth through Sale or Retained Ownership, the seller or an owner contracting custom feeding services describes how the movement is made and how records are transferred to the feedlot record system)

Delivery into the Feedlot (to be described by owner/manager of feedlot—describe how calves are received and identification is checked upon delivery)

Retagging at the Feedlot (describe how re-tagging is done, what tags are used, whether a new number is assigned, who does the tagging, how the re-tagging is documented)

Rations (describe how records are kept to document ration ingredients over the entire feeding period)

Days on Feed (describe how the date of entry into a feedlot and date of exit from the feedlot for slaughter are recorded)

Cattle Movement to an Approved Iowa-80 Beef Processor (describe how transfer to the approved processor takes place and how documents verifying animals as eligible for the Iowa-80 Beef program are transferred)

Control of Non-Conforming Animals

Control of Non-Conforming Animals for Which Corrective or Preventative Action is Not Possible (describe how you identify and record information about non-conforming animals to ensure they are not marketed as Iowa-80 Beef animals)

Corrective Action (describe procedures for corrective action taken against causes of nonconformance)

Preventative Action (describe procedures used to prevent animals from becoming nonconformance)

Appendix D

Iowa-80 Beef Process Verification Program Manuals and Training Documents

As noted in the text, the current drafts of PVP documentation we prepared for the project have not been submitted to USDA and, as such, have not been approved either through a USDA desk or field audit. These documents are included in this report for informational purposes only.

IOWA-80 BEEF

USDA PROCESS VERIFIED PROGRAM

LEVEL 1
QUALITY MANUAL

Authorized by:
Center for Agricultural and Rural Development
Iowa State University
Ames, Iowa

DOCUMENT REVISION

Revision No. Old	Revision No. New	Effective Date	Revision Details	Page Nos.
---	0	08/01/06		

TABLE OF CONTENTS

Clause/Description **Page No.**

Cover Page 1
Document Revision 2
Table of Contents 3-5

1.0 Scope 6
1.1 General 6
1.2 Application 6
1.3 Purpose 6

2.0 Normative Reference 6

3.0 Terminology and Definitions 6

4.0 Quality System 7
4.1 General Requirements 7
- Exclusion 7

4.2 Documentation Requirements 7
4.2.1 Control of Quality Documents 7
4.2.2 Control of Quality Records 9

5.0 Management Responsibility 12
5.1 Management Commitment 12
5.2 Customer Focus 12
5.3 Quality Policy 13
5.4 Planning 13
5.4.1 Current Quality Objectives 14
5.4.2 Iowa-80 Beef Quality System Planning and Process Flow Model (diagram) 15
5.5 Responsibilities, Authority, and Communication 16
5.5.1 Roles, Responsibilities, and Authority of Key Management 16
5.5.2 Program Manager 19
5.5.3 Internal Communications 19
5.6 Management Review 19
5.6.1 General 21
5.6.2 Review Input 21
5.6.3 Review Output 21

TABLE OF CONTENTS (con't)

Clause	Description	Page No.
6.0	**Resource Management**	22
6.1	Provision of Resources	22
6.2	Human Resources	22
6.2.1	General	22
6.2.2	Competence, Awareness, Training	22
6.3	Infrastructure	22
6.4	Work Environment	22
7.0	**Product Realization**	23
7.1	Planning of Product Realization	23
7.2	Customer-Related Processes	23
7.2.1	Determination of Requirements Related to the Product	23
7.2.2	Review of Requirements Related to the Product	23
7.2.3	Customer Communication	23
7.3	Design and Development	23
7.3.1	Planning	23
7.3.2	Inputs	24
7.3.3	Outputs	24
7.3.4	Review	24
7.3.5	Verification	25
7.3.6	Validation	25
7.3.7	Control of Changes	25
7.4	Purchasing	25
7.4.1	Purchasing Process	25
7.4.2	Purchasing Information	26
7.4.3	Verification of Purchased Product and Services	26
7.5	Product and Service Provision	26
7.5.1	Control of Production and Service Provision	26
7.5.2	Validation of Processes for Production and Service Provision	26
7.5.3	Identification and Traceability	27
7.5.4	Customer Property	27
7.5.5.	Preservation of Product	27
7.6	Control of Monitoring and Measuring Devices	28

TABLE OF CONTENTS (con't)

Clause **Description** **Page No.**

8.0 Measurement, Analysis, and Improvement 29
- 8.1 General Requirements 29
- 8.2 Monitoring and Measurement 29
  - 8.2.1 Customer Satisfaction 29
  - 8.2.2 Internal Audits 29
  - 8.2.3 Monitoring and Measurement of Processes 29
  - 8.2.4 Monitoring and Measurement of Product 30
- 8.3 Control of Nonconforming Product in the Quality Management System 30
- 8.4 Analysis of Data 30
- 8.5 Improvement 31
  - 8.5.1. Continual Improvement 31
  - 8.5.2 Corrective Action 31
  - 8.5.3 Preventative Action 31

9.0 Control of Promotional Material 32

Exhibits, Tables, and Schedules **Page No.**

Iowa-80 Beef Quality System Process Model 8
PVP Cross-Reference Tables 9
- Quality Documents 9
- Documented Procedures 9
- Standard Operating Procedures 10
- Quality Records Index 11

Iowa-80 Beef Program Specifications/Process Points 14
Iowa-80 Beef Program Quality Planning and Process Flow Model 15
Iowa -80 Beef Program Organizational Chart 16
Iowa-80 Beef Program Participant Responsibility and Authority Table 17-18
Iowa-80 Beef Program Staff 18
Iowa-80 Beef Auditor Description and Audit Information (inset) 20

Schedule A - Controlled Quality Document List 33

Schedule B - Quality Records Index 35

Schedule C - Customer Satisfaction Survey 36-38

1.0 Scope

The scope of the Iowa-80 Beef Program activities covered under this Quality System includes specified live animal production practices and resulting beef (and beef product) processing deemed essential to the Iowa-80 Beef Program's production, harvesting, further processing, and delivery of consistently high-quality Iowa beef and beef products.

1.1 General

This Quality Manual describes the principle components of the Iowa-80 Beef Program's Quality System. Its purpose is to ensure that live animals, beef, and beef products produced and delivered on a daily basis meet the high standards established by the Iowa-80 Beef Program and expected by its customers.

1.2 Application

All requirements of the USDA Process Verified Program, administered by AMS ARC Branch, have been adopted as standard operating practices, with exception given to §7.5.4 – "Customer Property."

1.3 Purpose

The specified activities and processes within the Iowa-80 Beef Program strive to satisfy customer expectations while also complying with USDA Process Verified Program (PVP) Quality System requirements.

2.0 Normative Reference

The ARC 1001 Procedure and ARC 1001A Policy have been adopted by the Iowa-80 Beef Program as part of this Quality System.

3.0 Terminology and Definitions

Applicable ISO 9001:2000 Vocabulary has been adopted.

4.0 Quality System

4.1 General Requirements. The adoption of USDA's Process Verified Program strengthens the Iowa-80 Beef Program and its participants' daily operations by providing a framework for the production and processing of world-class beef. The Quality System also fosters continuous improvement across coordinated activities within the Iowa-80 Beef Program, including live animal production, harvesting, further processing, packaging/labeling, order fulfillment, and shipping.

This manual defines and describes the Iowa-80 Beef Program policy and objectives of its Quality System. The Iowa-80 Beef Quality System Process Model (page 8) illustrates the interrelationships within the Iowa-80 Beef Program processes and quality procedures.

- The Iowa-80 Beef Program Quality Planning and Process Flow Model (see page 15) illustrates the process areas and activities involved in the production and delivery of products.
- All the processes referred to within the Iowa-80 Beef Program Quality System are managed following specific procedures identified in this manual in accordance with the requirements of USDA PVP and the Iowa-80 Beef Program's own quality policy and procedures.
- Exclusion: §7.5.4 – Customer Property

4.2 Documentation Requirements

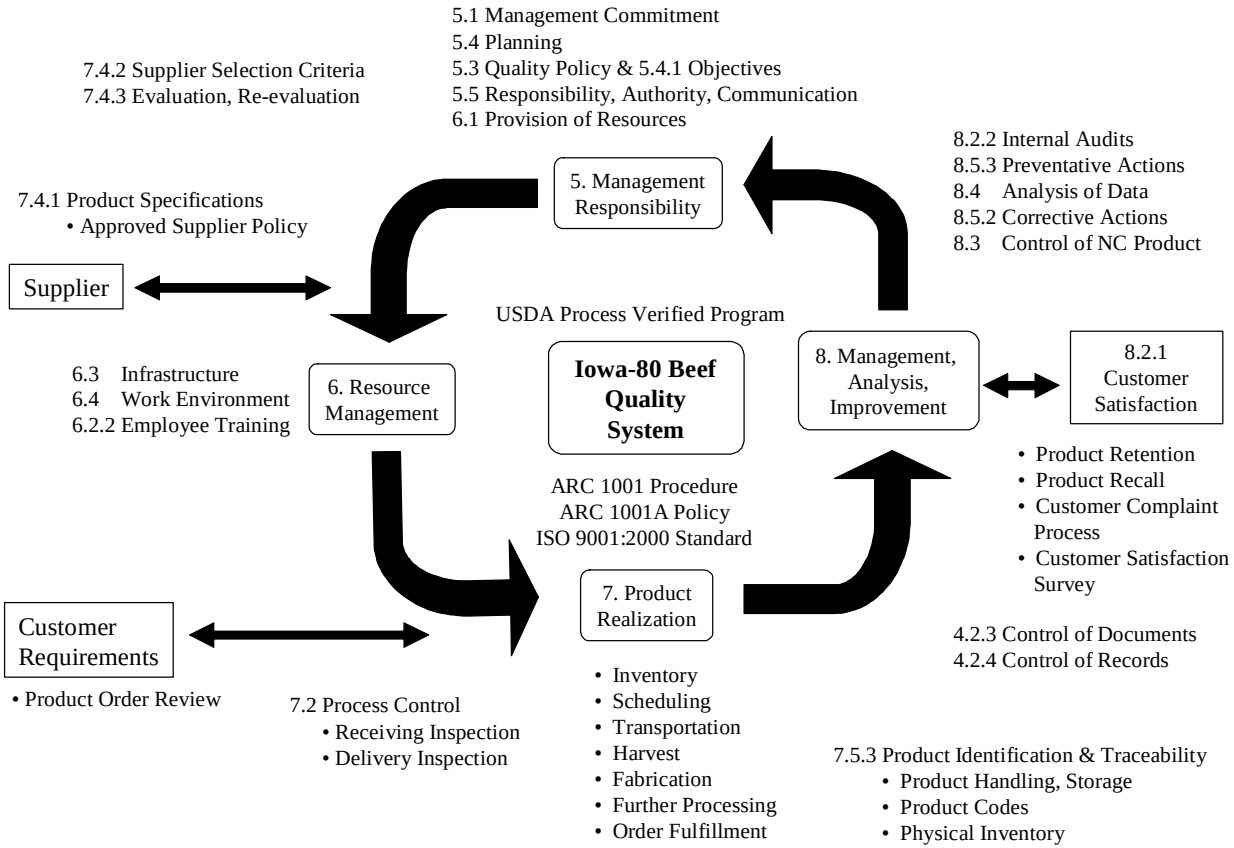
4.2.1 Control of Quality Documents (QP423-001)

- This Quality Manual, Level 2–Standard Operating Practices Manual, Level 3–Quality Procedures Manual, process flowcharts, and record forms are controlled documents. The Program Manager maintains a Controlled Document List to identify current issue Quality System documents (see Schedule A at the end of this document).

- The Livestock Production Manager maintains control over specified controlled documents on a Master Document Control List and by monitoring Document Revision entries located in the front of the Level 1–Quality Manual, Level 2– Standard Operating Procedures Manual, and Level 3–Quality Procedures Manual distributed to and maintained at participating locations.
  - The Livestock Production Manager is responsible for maintaining master copies at the production site.
  - Assigned Iowa-80 Beef Program PVP participants assume responsibility for documents related to process tasks under their direct control (i.e., required Quality System forms that, once completed, become Quality System records).

	Revision No. 0	Date: 8-1-06
	Reviewed by:	Approved by:
	Issued by:	

Iowa-80 Beef Quality System Process Model



- All controlled documents required by the Quality System must be maintained in a legible format and identifiable to the appropriate product(s) or process(es). Superseded documents shall be destroyed as directed by the Program Manager.

4.2.2 Control of Quality Records (QP424-001)

- Quality records have been established and are controlled and maintained as evidence of conformance to requirements and the effective operation of the Quality System.
- The retention period for quality records is determined by contractual obligation, regulatory requirements, or generally recognized and accepted industry standards, or three years, whichever is greater.
- Disposition of obsolete quality records is determined by the Program Manager.

PVP Cross-Reference Table: Quality Documents

Quality Document	Current Issue Date
Level 1 – Quality Manual	August 1, 2006
Level 3 – Standard Operating Procedures Manual	August 1, 2006
Level 2 – Quality Procedures Manual	August 1, 2006

PVP Cross-Reference Table: Documented Procedures

Quality System Clause No.	USDA Clause No.	Quality Procedure (QP)	Quality Procedure No.
4.23	1.2.3	Control of Quality Documents*	QP423-001
4.24	1.2.4	Control of Quality Records*	QP424-001
6.22	3.2	Training of Personnel*	QP622-001
7.43	4.5.1	Verification of Purchased Product*	QP743-001
7.53	4.6.3	Identification and Traceability*	QP753-001
8.22	5.2.2	Internal Audits*	QP822-001
8.30	5.3	Control of Nonconforming Product*	QP830-001
8.52	5.5.2	Corrective Action*	QP852-001
8.53	5.5.3	Preventative Action*	QP853-001
9.1	6.1	Control of Promotional Material*	QP910-001

*Required Under USDA ARC 1001 Procedure (4-16-04).

Standard Operating Procedures
(see Level 2–Standard Operating Procedures Manual)

SOP No.	Program Area/SOP Title
1	Livestock Management o Employee Training o Cow Herd Management o Calf Management from Birth through Weaning o Calf Management from Weaning through Backgrounding/ Conditioning o Calf Management from Weaning to Feedlot or from Backgrounding/Conditioning to Feedlot o Fed Cattle Management from Feedlot to Harvest Facility o Receiving at Harvest Facility to Processing/Fabrication/ Delivery
2	Animal Identification
3	Identification of Live Animal Preventative Actions, Nonconformance Practices, and Corrective Actions o Preventative Actions o Nonconformance Practices o Corrective Actions
4	Identification of Carcass Preventative Actions, Nonconformance Practices, and Corrective Actions o Preventative Actions o Nonconformance Practices o Corrective Actions
5	Live Animal Slotting Guidelines
6	Training of Packing/Processing Company Management, Supervisors, and Employees
7	Identifying/Receiving Iowa-80 Beef Slaughter Cattle at the Packing/Processing Company
8	Identification/Marking of Iowa-80 Beef Carcasses at the Packing/Processing Company
9	Processing Procedures for Iowa-80 Beef Carcasses at the Packing/Processing Company

PVP Cross-Reference Table: Quality Records Index

Item No.	USDA (QS) Clause	Record: Description	Record Holder	Record Type
3.	**Records**			
3.1	2.6.1 (5.6)	Management Reviews*	Program Manager	Paper and electronic
3.2	3.2 (6.2.2)	Human Resources – Competence, Awareness, and Training*	Management, Program Manager, Livestock Production Managers, and Managers and Supervisors at all program levels	Paper and electronic
3.3	4.2 (7.1)	Planning of Product Realization*	Program Manager	Paper and electronic
3.4	4.3.2 (7.2.2)	Review of Requirements Related to the Product*	Program Manager	Paper and electronic
3.5	4.4.2 (7.3.2)	Design and Development Inputs	Program Manager	Paper and electronic
3.6	4.4.4 (7.3.4)	Design and Development Review	Program Manager	Paper and electronic
3.7	4.4.5 (7.3.5)	Design and Development Verification	Program Manager	Paper and electronic
3.8	4.4.6 (7.3.6)	Design and Development Validation	Program Manager	Paper and electronic
3.9	4.4.7 (7.3.7)	Control of Design and Development Changes	Program Manager	Paper and electronic
3.10	4.5.1 (7.4.1/7.4.3)	Receiving Process (2)*	Program Manager, Participants	Paper and electronic
3.11	4.6.3 (7.5.3)	Identification and Traceability*	Program Manager, Participants at all levels	Paper and electronic
3.12	4.6.4 (7.5.4)	Customer Property	**Not Applicable**	---
3.13	4.7 (7.6)	Control of Monitoring and Measuring Devices*	Program Management	Paper and electronic
3.14	5.2.1 (8.2.1)	Customer Satisfaction*	Program Manager	Paper and electronic
3.15	5.2.2 (8.2.2)	Internal Audit*	Program Manager	Paper and electronic
3.16	5.2.4 (8.2.4)	Monitoring and Measurement of Process and Product*	Program Manager	Paper and electronic
3.17	5.3 (8.3)	Control of Non-Conforming Product*	Program Manager, Participants at all levels	Paper and electronic
3.18	5.5.2 (8.5.2)	Corrective Actions*	Program Manager, Participants at all program levels	Paper and electronic
3.19	5.5.3 (8.5.3)	Preventative Actions*		

*Required Under USDA ARC 1001 Procedure (4-16-04).

5.0 Management Responsibility

Iowa-80 Beef Program Management are the program Directors. Management are committed to the Iowa-80 Beef quality policy and strive to ensure that it is understood, implemented, and maintained at all levels of the organization. The quality policy is discussed with new employees as part of their orientation and is reinforced during annual performance reviews. The quality policy is provided to participating facilities and made available to employees. At least annually, Management review the quality policy to ensure appropriateness and continued suitability to our stakeholders.

5.1 Management Commitment

Iowa-80 Beef Program Management acknowledge their responsibility for providing a quality policy, establishing a Program Manager, and conducting quality management system reviews. Management have committed to these responsibilities through the following actions.

- Providing leadership for the program by regularly communicating the importance of defined Quality System policies and objectives, along with providing resources to implement and sustain the Quality System.
- Encouraging continuous improvement of products, processes, and the Quality System as affirmed by the quality policy. Continuous improvement activities are monitored, measured, and compared against baseline (trend data) on a routine basis by Iowa-80 Beef Program Management and the Program Manager.
- Delegating appropriate authority to ensure compliance with quality objectives.
- Defining job descriptions and organizational responsibilities for key Management positions.

5.2 Customer Focus

Iowa-80 Beef Program Management, in cooperation with its PVP participants, ensure that customer needs and expectations are identified, transformed into requirements, and fulfilled with the intent of achieving customer satisfaction. Customer needs and expectations are identified via direct communications with PVP participants, sales staff, and customers. Management take appropriate action by reviewing Quality System surveillance information, including customer complaints and survey feedback, on a regular basis.

5.3 Quality Policy

It is our policy to provide our customers with consistently high-quality beef that is produced, processed, packaged, and handled in a manner to meet customer specifications with every order. Additionally, Iowa-80 Beef Program Management strongly believe success depends on a team approach. The following statements solidify this belief.

- **Supplier Excellence**. The Iowa-80 Beef Program recognizes that consistently producing and delivering defect-free beef on time is one characteristic of a world-class supplier. The Iowa-80 Beef Program continually strives to improve its responsiveness to customers' needs, to anticipate customer expectations, and to provide customers with outstanding service.
- **Product Excellence**. The Iowa-80 Beef Program expects its suppliers to provide defect-free products and services that conform to all Iowa-80 Beef specifications and requirements. Iowa-80 Beef Program Management are responsible for ensuring product requirements are clearly defined and communicated and product is delivered in an effective and timely manner. The Iowa-80 Beef Program is committed to assisting its supply partners in driving continuous improvement in their own operations and to sustaining a mutually beneficial and respectful relationship.
- **Responsibility for Quality**. Iowa-80 Beef Program participants responsible for quality-sensitive process activities must ensure their processes are properly controlled. All participants are responsible for the quality of their work, as it contributes to the quality of Iowa-80 Beef Program products and services. Participants recognize that they must ensure employees are appropriately trained and able to take appropriate action when required.

5.4 Planning

The Iowa-80 Beef Program is dedicated to ensuring that our animals, beef, and beef products conform to our quality standards and customer specifications resulting from planned and integrated efforts involving every phase of beef processing and shipping (see the Iowa-80 Beef Program Quality Planning and Process Flow Model, page 15).

- Stated objectives are measurable and consistent with the quality policy.
- Objectives include activities needed to satisfy customer specifications and Quality System requirements for product realization.
- Revised quality objectives may be issued as a result of management review.
- Management's actions are deliberate to ensure that product and service integrity are adequately established, implemented, and maintained to achieve stated quality and business objectives when changes to the Quality System are planned and implemented.

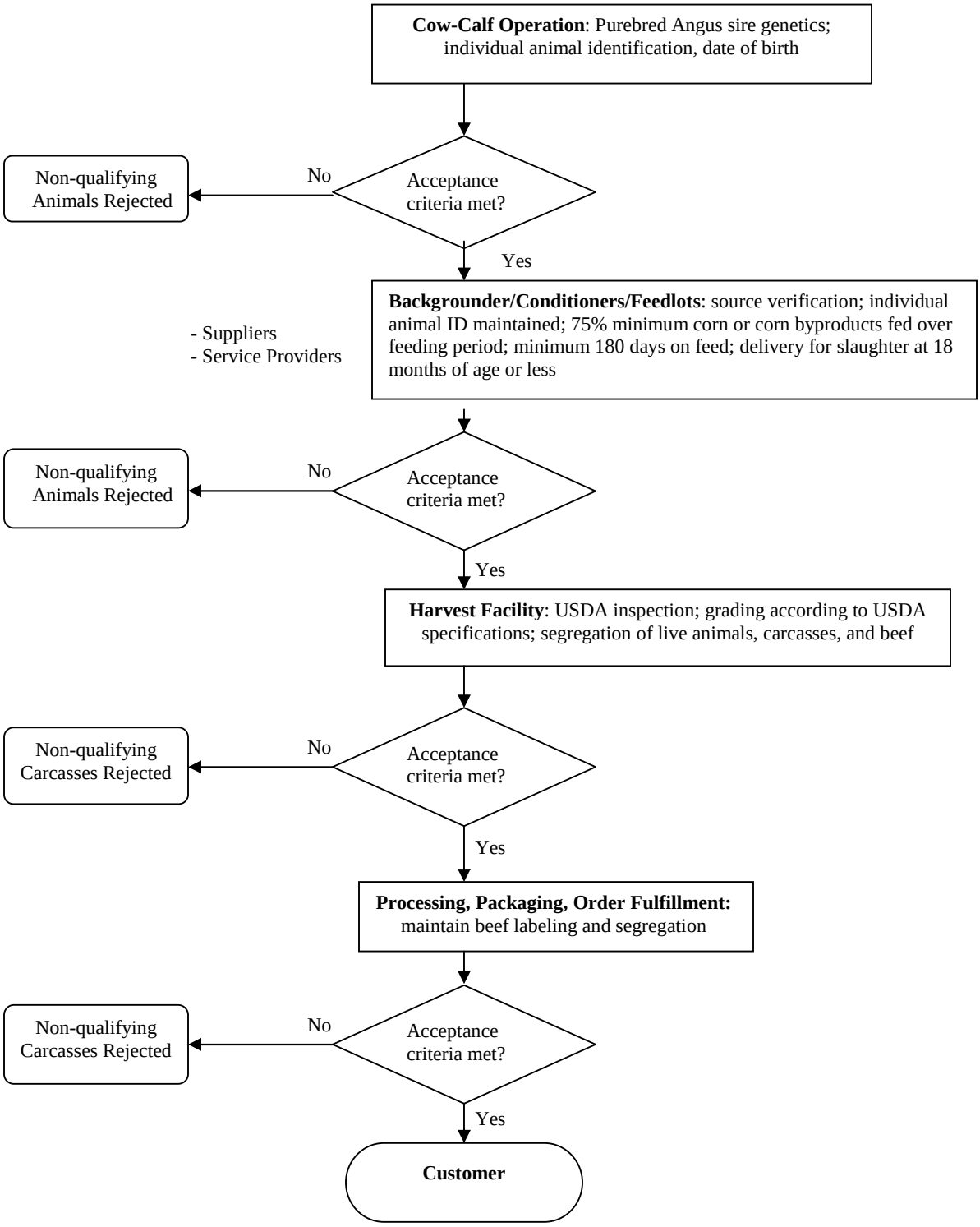
5.4.1 Current Quality Objectives

- 100 percent conformity to customer specifications as measured by daily live animal production, harvesting, and beef processing records; order shipment logs; and customer communications. The Iowa-80 Beef Program Manager and Field Managers monitor this objective. (See the "Iowa-80 Beef Program Specifications/Process Points" chart below.)
- Improving key quality factors of Iowa-80 Beef used in production and processing activities by minimizing target ranges of quality parameters through continual monitoring as measured by production and processing data. This objective is monitored on a routine basis by the Program Manager and reviewed by Management.

Iowa-80 Beef Program Specifications/Process Points

- Each animal is
  - sired by a 100 percent Angus bull
  - source verified to the farm of birth using an identification system with a unique ear tag number that identifies the animal through the production process
  - fed a high-concentrate ration that totals at least 75 percent corn and corn co-products over the feeding period
  - fed in an Iowa feedlot for a minimum of 180 days
  - age verified and processed at 18 months of age or less
- All animals and beef products are segregated, processed, and labeled at the beef processing plant.
- All beef carcasses meet the quality standards for USDA grades upper one-third Choice or Prime

5.4.2 Iowa-80 Beef Program Quality Planning and Process Flow Model



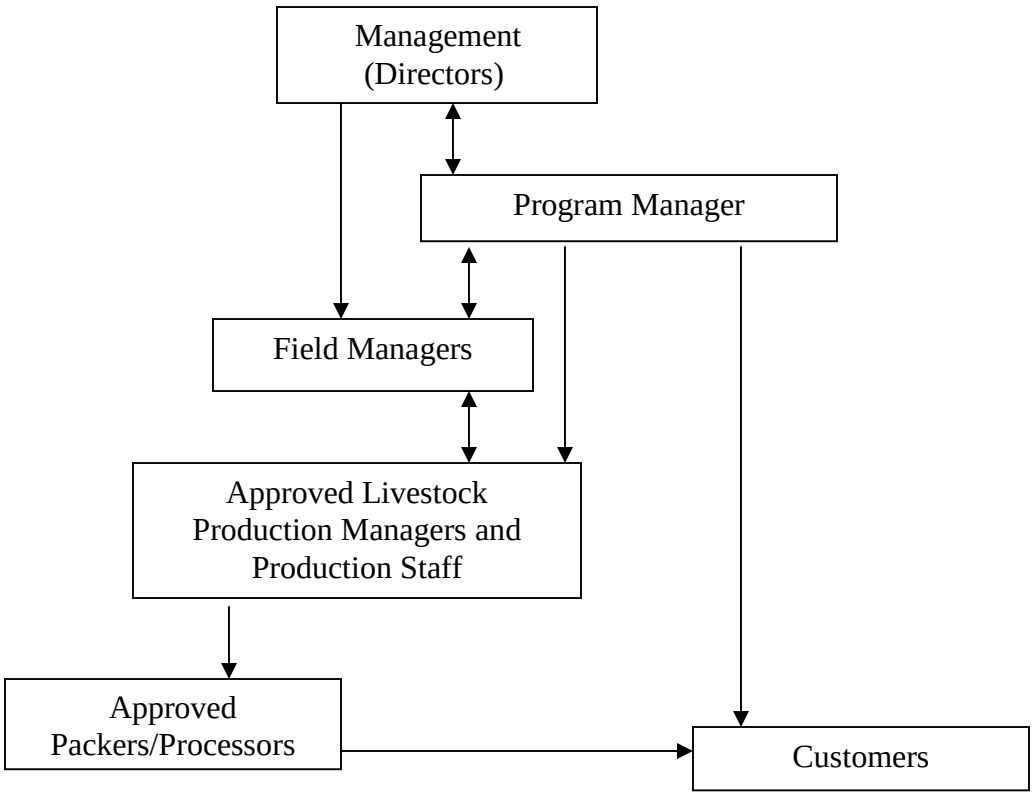
5.5 Responsibilities, Authority, and Communication

Responsibility, authority, and interrelationships of Iowa-80 Beef PVP participants who collectively manage, perform, and verify work-affecting quality are defined by the following Iowa-80 Beef Program Organization Chart and by job descriptions, policies, and procedures. All Iowa-80 Beef Program participants have specified levels of authority to take appropriate action regarding nonconformances.

Iowa-80 Beef Program Management define, maintain, plan, and staff an organization applicable to the Quality System and appropriate to current and projected customer needs. (See the Iowa-80 Beef Program Organizational Chart and the Iowa-80 Beef Program Participant Responsibility and Authority Table.)

5.5.1 Roles, Responsibilities, and Authority of Key Management. Iowa-80 Beef Program Management and their designees are responsible for developing and implementing Quality Systems; maintaining defined quality standards of products and performance; tracking, review, and approval of internal documentation and customer deliverables; internal auditing and corrective actions; internal quality training; and metrics.

Iowa-80 Beef Program Organization Chart



Iowa-80 Beef Program Participant Responsibility and Authority Table

Participant	Responsibility	Authority
Management (Directors) or designee(s)	-Define quality policy and objectives -Provide adequate resources for the Iowa-80 Beef program -Conduct management reviews -Appoint Project Manager -Assign responsibility and authority	Ensure cattle and beef products satisfy Iowa-80 Beef Quality System requirements and meet customer expectations of quality, delivery, and service - Develop and implement Quality Systems - Maintaining defined quality standards of products and performance - Tracking, review, and approval of internal documentation and customer deliverables - Internal auditing and corrective actions - Internal quality training
Program Manager or designee(s)	-Ensure Iowa-80 Beef Quality System requirements are implemented and maintained, including o Coordinate internal reviews and internal audits o Communicate Quality System requirements to Field Managers and program participants on a regular basis o Ensure Iowa-80 Beef manuals are accurate, up-to-date, and controlled o Ensure Iowa-80 Beef program records are up-to-date, confidential, and stored in a secure location -Ensure Iowa-80 Beef cattle and beef products meet internal and external specifications -Ensure products meet customer expectations for quality and reliability	- Recommend changes and implement approved changes to the Iowa-80 Beef Quality Manual and processes - Implement quality and reliability standards - Prevent product from reaching the customer that does not meet specification - Report to Management on the effectiveness of the Quality System, including a review of pertinent product, process, and customer data
Field Managers or designees(s)	- Ensure Iowa-80 Beef Quality System requirements are implemented and maintained - Train cow/calf and feedlot producers in Iowa-80 Beef program. - Conduct internal reviews of calf production and cattle feeding sites - Coordinate live cattle delivery and harvest schedules with producers and packers/processors - Ensure the Iowa-80 Beef manuals are accurate and controlled at live animal production sites - Ensure cattle meet internal and external specifications - Record and submit required data	- Recommend changes and implement approved changes to the Iowa-80 Beef Quality Manual and processes - Implement quality and reliability standards - Prevent product from reaching the customer that does not meet specification - Report to Program Manager on the effectiveness of the Quality System, including product, process, and customer data

Iowa-80 Beef Program Participant Responsibility and Authority Table (cont.)

Livestock Production Managers and Production Staff	- Ensure Iowa-80 Beef Quality System requirements are implemented and maintained - Participate in on-site internal reviews, internal audits, and USDA audits - Ensure the Iowa-80 Beef manuals and all related records are controlled, kept up-to-date, and stored in a secure location at production site - Record and submit required data - Ensure all Iowa-80 Beef animals meet internal and external specifications	- Identify and recommend process improvement opportunities - Take appropriate actions to ensure product specifications are met throughout production and delivery phases
Beef Packer/Processor Management and Plant Staff	- Ensure Quality System objectives are implemented and monitored - Participate in internal reviews, internal audits, and USDA on-site audits - Maintain equipment and machinery in excellent working condition - Provide technical assistance for processing, packaging, and delivery - Manufacture beef products per customer specifications - Perform process monitoring - Verify that products meet specifications during manufacturing and prior to release for delivery - Record and submit required data	- Identify and recommend process improvement opportunities - Take appropriate actions to ensure product specifications are met throughout the processing and delivery phases

Iowa-80 Beef Program Staff

Program Management: Bruce Babcock, Director
John Lawrence, Director
Dermot Hayes, Director
Program Manager: Roxanne Clemens
Field Manager: Darrell Busby

5.5.2 Program Manager

The Iowa-80 Beef Program Manager is responsible for

- Ensuring all participants understand Iowa-80 Beef Program quality objectives.
- Ensuring that the Quality System is established, implemented, and maintained in accordance with USDA PVP requirements.
- Coordinating internal reviews and internal audits following applicable USDA PVP and Iowa-80 Beef Program policy and procedures. (Refer to the Iowa-80 Beef Auditor Description and Audit Information on the following page.)
- Ensuring that corrective and preventative actions are implemented to resolve nonconformities identified during internal and/or external audits.
- Reporting to Iowa-80 Beef Program Management on the effectiveness of the Quality System, including a review of pertinent product, process, and customer data.
- Receiving, evaluating, and overseeing filing and storage of program-related records and documents submitted to the Iowa-80 Beef program by producers, packers/processors, auditors, Field Managers, Management, and other sources.

5.5.3 Internal Communications.

Iowa-80 Beef Program Management communicate Quality System requirements to program participants on a regular basis, or when appropriate, to address continual improvement issues (e.g., process performance, new product requirements, customer complaints). Methods used to communicate Quality System news and information includes meetings, internal memos, or individual contact. The Program Manager is responsible for facilitating internal communications.

5.6 Management Review

The management review will focus on organizational issues for implementation and administration of the Iowa-80 Beef Program Quality System, including

- Ensuring all program participants understand stated quality objectives and the importance of their individual/collective contributions to overall success in supporting the quality policy.
- Ensuring that the Quality System is established, implemented, and maintained in accordance with USDA PVP requirements.
- Acknowledging (approving) baseline data to be used for measuring process performance, product conformance, and continuous improvement of the Quality System.
- Reviewing conformance of the Quality System to USDA PVP requirements at planned intervals (at least annually).
- Recommending changes or improvements to specific program areas.

Iowa-80 Beef Auditor Description and Audit Information

The Iowa-80 Beef Process Verified Program will be audited annually by USDA auditors. These auditors will check records and procedures used by program management, producers, and packers/processors. If major nonconformances are found, USDA may require additional audits of individual producers or processors. In addition to USDA audits, internal audits of each Iowa-80 Beef producer and packer/processor will be performed at least once per year and internal reviews will be performed at least twice per year. If major nonconformances are found, Iowa-80 Beef Program Management may require additional audits and/or internal reviews of individual producers or packers/processors. All audits and reviews will be announced and scheduled.

Auditor Description

USDA policies set out the following principles for auditors who meet ISO Standards and are qualified to audit Iowa-80 Beef program participants.

Principles for auditors:

(a) Ethical conduct: trust, honesty, confidentiality, and discretion
(b) Fair presentation: obligation to report truthfully and accurately
(c) Due professional care: application of diligence and judgment in auditing

Principles for audits:

(a) Independence: impartiality and objectivity; free from bias and conflict of interest
(b) Evidence-based: audit evidence is clearly verifiable.

Auditors must not have direct or indirect ownership of the farm/ranch being audited and must not have direct or indirect ownership of the cattle that are participating in the program.

Farm/Ranch Profiles

The following list shows examples of information auditors may request to verify whether a farm/ranch produced the calves entered in the Iowa-80 Beef Process Verified Program. The profile includes confidential information that should not be removed or copied during the audit process. USDA and Iowa-80 Beef Program internal auditors will use the information to prove the validity of the age, source, sire, days on feed, and ration claims for the animal(s) presented for inclusion in the program.

- Description of the legal status of the supplier
- Maps and/or legal descriptions of specific locations where animals are maintained
- Number of acres
- Feeding practices
- Number of breeding stock
- Purchase of outside stock
- Breeding methods and seasons
- Birthing seasons
- Name of veterinarians
- Identification of animals (group identification or individual identification)
- Transfer of animals to an approved backgrounder/conditioner/feedlot or packing facility
- Documented procedures specific to the ranch or farm that address all program requirements
- Records to support the farm and ranch profile

Note: All Iowa-80 Beef program documents and records must be retained for a minimum of three years.

5.6.1 **General**. The Program Manager reviews the Quality System with Iowa-80 Beef Program Management at least annually to ensure its continuing suitability, adequacy, and effectiveness. The primary focus of the management review is to determine if process performance data presented during the management review represent conformance to USDA PVP requirements. The management review process includes the following activities.

5.6.2 **Review Input**. The Program Manager collects and analyzes process performance and product data against established quality objectives, specifications, and requirements and reports results to Management for review and determination of needed action.

Process performance and product data are continually collected through numerous process and product surveillance activities, including, but not limited to, sampling, testing, inspection, evaluation, and internal and external communications.

5.6.3 **Review Output**. Action items from the management review are assigned to appropriate facility managers and other personnel to support continuous improvement objectives to further enhance customer satisfaction.

- Meeting minutes are used to communicate the effectiveness of the Quality System to participants, and to document continuous improvement progress.
- Subsequent management review meetings shall address conformance to USDA PVP requirements, including customer satisfaction, by following the aforementioned steps.

6.0 Resource Management

6.1 Provisions of Resources

Iowa-80 Beef Program Management establish business goals, including quality objectives (5.4 Planning) and customer expectations, and evaluate the resources required to meet stated goals and objectives. An annual review of business goals and quality objectives is conducted to determine if resources should be reallocated based on initial forecast requirements versus determined resource needs.

6.2 Human Resources (Competence, Awareness, and Training)

6.2.1 General. All Iowa-80 Beef Program participants are engaged based on defined job qualifications and responsibilities.

6.2.2 Competence, Awareness, and Training. The Program Manager is responsible for reviewing training needs and identifying where additional training may be required, with input from Field Managers. Annual performance reviews and goal setting and measurement collectively evaluate competence and performance of Iowa-80 Beef Program participants. (QP-622-01)

6.3 Infrastructure

Participating Iowa-80 Beef Program facilities maintain a safe work environment. Livestock Production Managers and Packer/Processor Management ensure work areas are designed and organized according to space required for the assigned task. Equipment, tools, and supplies are made available as appropriate to each job function.

6.4 Work Environment

Iowa-80 Beef Program animals, beef, and beef products are susceptible to damage and/or deterioration if work areas are not maintained properly. Where applicable, Livestock Production Managers and Packer/Processor Management evaluate and manage the work environment to achieve the required conformity to product specifications. The work environment includes appropriate training and access to program manuals and standard operating procedures.

7.0 Product Realization

7.1 Planning of Product Realization

The participating Iowa-80 Beef Program facilities' plan for product realization include the following procedures.

- Determining (verifying) customer order specifications.
- Ensuring that proper raw materials and key ingredients are in sufficient supply to fill customer orders.
- Scheduling (sequencing) customer orders so as to prevent cross-contamination of incompatible beef products.
- Identifying storage areas for finished beef orders not yet shipped.

7.2 Customer-Related Processes

7.2.1 Determination of Requirements Related to the Product. Responsible sales, operations, procurement managers, and, when appropriate, participants, determine type and quantity of raw materials, equipment, infrastructure, and personnel requirements necessary to meet customer order specifications as well as USDA PVP requirements and the stated Iowa-80 Beef Program quality policy and objectives.

7.2.2 Review of Requirements Related to the Product. Responsible sales, operations, and quality assurance personnel review product requirements specified on customer orders to ensure that order requirements differing from previous orders are confirmed or resolved.

7.2.3 Customer Communication. Customer communications, including complaints, are managed by the Program Manager to identify and correct product and/or service problems.

7.3 Design and Development

7.3.1 Planning. The Program Manager is responsible for ensuring that planning for each stage of design and development activities is assigned to qualified program participants (see Iowa-80 Beef Program Participant Responsibility and Authority Table, page 17) who have been adequately trained; and that adequate resources exist to implement planning activities. Quality planning for this program is outlined in 5.4.2 Iowa-80 Beef Program Quality Planning and Process Flow Model, page 15. Plans for design and development activities shall be updated as necessary to ensure conformance to all program specifications.

7.3.2 **Inputs**. Design inputs are represented by Iowa-80 Beef product descriptions and specifications (see Iowa-80 Beef Program Specifications on page 14). The procedures for achieving these specifications are presented in Level 2–Standard Operating Procedures Manual, the program forms for these SOPs, the program forms for Level 3–Quality Procedures Manual, and other supporting records for the Iowa-80 Beef program. The Program Manager reviews these records to ensure the adequacy of program inputs (i.e., live cattle). Internal reviewers and internal auditors review the adequacy of production inputs (i.e., feed records, using SOP #1 and the referenced forms and supporting records). Livestock Production Managers are responsible for ensuring label instructions are followed for the administration of veterinary products.

7.3.3 **Outputs**. Design outputs are represented by Iowa-80 Beef Quality System documents used throughout the product realization process and include documented procedures and standard operating practices along with supporting records and reports that can be verified against input requirements.

Design output shall
- Satisfy design input requirements.
- Contain or reference acceptance criteria.
- Identify design characteristics key to product conformance.

Design output requirements are exemplified through applicable Level 2–Standard Operating Procedures Manual and Level 3–Quality Procedures and supporting records.

7.3.4 **Review**. The Program Manager is responsible for facilitating scheduled and documented reviews of design results (and any subsequent action taken), which include program representatives from affected areas concerned with product design.

Documented reviews shall
- Evaluate ability to meet product requirements.
- Identify potential problems and propose appropriate actions for resolution.

Review requirements are exemplified through applicable Level 2–Standard Operating Procedures Manual and Level 3–Quality Procedures Manual and supporting records.

7.3.5 Verification. The Program Manager is responsible for ensuring that specified product requirements have been fulfilled (i.e., design output satisfies design input requirements).

Design verification activities include reviewing design phase documents prior to their release. Questions posed during a review can address any of the following items.

- Do reviews address all the product specifications?
- Are production and processing capabilities compatible?
- Are live cattle specifications, beef specifications, and/or production and processing facilities appropriate?
- Are purchasing, production, and inspection procedures realistic?

7.3.6 Validation. Design validation is conducted to ensure that finished product conforms to defined customer needs and/or requirements as planned. Validation results and follow-up activities shall be recorded. (See Schedule C–Customer Satisfaction Survey at the end of this document and QP830-001).

7.3.7 Control of Changes. When changes to design are determined necessary, the Program Manager is responsible for ensuring that all proposed changes are recorded, reviewed, and approved prior to being implemented. Results and follow-up activities shall be recorded.

Before release, changes shall be verified and validated as appropriate. An evaluation of the impact of changes on finished product shall be made.

7.4 Purchasing

7.4.1 Purchasing Process. At the live animal production level, Livestock Production Managers are responsible for ensuring that purchased products (feed) meet quality standards and specifications for production facilities.

At the program level, the Program Manager is responsible for ensuring that purchased cattle and harvest and processing services meet Iowa-80 Beef product quality standards and specifications. Specifications for live animal production and packing/processing services are clearly defined for supplier evaluation, selection, and monitoring, including verbal and written communications, with ample opportunity for review and clarification of specifications (see Level 2–Standard Operating Procedures Manual and supporting forms).

7.4.2 Purchasing Information. Purchasing documents contain clear descriptions of the product or service ordered, including appropriate identification codes, numbers, or references. The participating facility receiving the purchased product or service ensures that what's being received conforms to the stated specifications of the purchase document.

At the production level, Livestock Production Managers are responsible for ensuring that purchasing documents for feed contain clear descriptions and documentation that the feed conforms to Iowa-80 Beef Program specifications (see Level 2–Standard Operating Procedures Manual, SOP #1).

At the program level, the Program Manager ensures purchase documents for live cattle and packer/processor services contain clear descriptions of the live cattle and packer/processor services being provided and that supporting documents are provided according to Level 2–Standard Operating Procedures Manual.

7.4.3 Verification of Purchased Product and Services. Products (i.e., feed and live animals) delivered to Iowa-80 Beef Program participating facilities and service providers (i.e., packing/processing) are inspected prior to acceptance to ensure that the product and/or service meets applicable specification(s). (QP743-01)

7.5 Production and Service Provision

All Iowa-80 Beef Program participating facilities are collectively responsible for planning, monitoring, and controlling production processes as necessary to achieve customer satisfaction and meet established Quality System requirements, including the following procedures.

- Determine product specifications and availability of required raw materials and relevant procedures and equipment.
- Correct process/production data collection methods to record required activities.
- Ensure equipment is adequately maintained.
- Use of proper monitoring and/or measurement devices, if required.
- Monitor equipment (process) and product at defined intervals.
- Verify that finished product conforms to specifications before release for shipment to customer.

7.5.1 Control of Product and Service Provision. Iowa-80 Beef Program Quality System processes are planned, monitored, controlled, and maintained in compliance with customer, company, and regulatory requirements.

7.5.2 Validation of Processes for Production and Service Provision. Prior to a customer order being released, facility management and operations verify that

all production, processing, and shipping procedures, as well as monitoring equipment, are suitable for the product and/or process measurements as called for by applicable procedure(s). Process performance and resulting product characteristics are recorded as required to determine product conformance to identified specifications prior to release.

- Monitoring and control of appropriate process parameters ensures product conformance to specified requirements. Inspection records are maintained as objective evidence. Compliance with quality standards is confirmed through daily production reports. Internal audits are used to monitor the effectiveness of these processes.
- When a significant change is made to an established procedure (e.g., new equipment or process), a thorough assessment of the first production run of beef is made following the change. Participant qualification(s) and re-qualification requirements are determined for all applicable processes. These requirements address experience, training, and demonstrated skills. The Program Manager is responsible for maintaining records of participant qualifications, available equipment, and procedures to determine appropriate work assignments.

7.5.3 Identification and Traceability. Identification of live cattle is verified against customer order information before acceptance. Methods and procedures for maintaining identification and traceability of finished products are established and described in Level 3–Quality Procedures Manual. (QP753-01)

- All live cattle movements are identified and documented at each stage of the production process using individual identification numbers.
- Customer order number and labels on boxed product identify finished product being held prior to shipping activities.
- Beef products are identified at delivery by a copy of the customer order or shipping documents and by labels on the boxes.

7.5.4 Customer Property. Exclusion Requested. The Iowa-80 Beef Program does not receive customer-supplied product used in any of its processes. Should this change, an appropriate procedure will be developed, implemented, and maintained.

7.5.5 Preservation of Product. All live cattle are received, handled, and stored using methods that protect the integrity of the live animal and harvested beef. Iowa-80 Beef Program participants who have direct contact with animals, carcasses, and beef products are appropriately trained. Secure storage areas are maintained for incoming live animals, in-process product, finished product, and rejected material.

7.6 Control of Monitoring Devices

Monitoring devices for the Iowa-80 Beef Program consist of ear tags that provide individual identification for program cattle. All program participants are responsible for ensuring ear tags are maintained throughout the production process and that supporting records are maintained according to Level 2–Standard Operating Procedures Manual. Livestock Production Managers are responsible for controlling ear tags at the production facility.

8.0 Measurement, Analysis, Improvement

8.1 General Requirements

Measurement and analysis processes are designed so participants near the sources of information can make decisions independent of the organizational hierarchy. Where possible, decision-making is based on facts gathered through measurement and analysis. Measurements are made of the following.

- Product characteristics – visual inspection, sampling, testing.
- Supplier performance – consistent quality of product/service delivered.
- Achievement of objectives – management review.
- Process performance – evaluations and continuous improvement.
- Financial results – business sustainability.
- Customer satisfaction – feedback and continuous improvement.
- Statistical techniques – identified when used.

8.2 Monitoring and Measurement

8.2.1 Customer Satisfaction. Customer visits, customer surveys, review meetings with customers, and other customer communications are used to gather information on customer satisfaction. The results of customer satisfaction surveys and customer feedback are reviewed as part of the management review meeting.

8.2.2. Internal Audits. The Program Manager has the authority and responsibility for coordinating audit-related activities associated with Quality System requirements. Internal reviews and audits are set at regular intervals to ensure all aspects of the Quality System are reviewed at least once annually. The frequency of the audits is based on the results of previous audits and the significance of the particular system activities under review. (QP822-001)

8.2.3 Monitoring and Measurement of Processes. The Iowa-80 Beef Program Manager and Field Managers monitor production facility and packer/processor facility processes to determine if processes for producing live cattle and harvesting beef conform to program specifications (see Level 2–Standard Operating Procedures Manual and Level 3–Quality Procedures Manual and supporting reporting requirements). Review of production records, monitoring and measurement activities, and auditing are used to monitor processes. Identified problems are brought to the immediate attention of the responsible manager or supervisor of the participating facilities' process area for determination of appropriate action.

8.2.4 Monitoring and Measurement of Product. Iowa-80 Beef Packer/Processor Managers monitor product using program records to ensure conformance to program specifications and visual inspection of live cattle and harvested beef (see Level 2–Standard Operating Procedures Manual).

- All incoming live cattle are verified against purchase specifications before being accepted or unloaded (monitored by Packer/Processor Managers and Program Manager).
- All incoming live cattle are inspected for visible damage and nonconformities (monitored by Packer/Processor Managers and USDA grader).
- Identification of live animals and finished product is maintained as conforming or nonconforming. Identity and location of live animals, carcasses, and beef are maintained throughout all specified processes by production run and delivery records. Clear identification ensures that conforming products are processed in accordance with quality standards and requirements.
- The Packer/Processor Managers and Program Manager are responsible for the release of product. Records indicate the person authorizing release.

8.3 Control of Nonconforming Product within the Quality Management System

The Program Manager is typically responsible for determining appropriate action for nonconforming live cattle and beef. In the event a product recall is determined to be necessary, Iowa-80 Beef Program Management and the Program Manager convene to determine appropriate actions. Details of product investigations of nonconforming animals and/or beef products are documented and reviewed by appropriate facility managers. (QP830-001)

8.4 Analysis of Data

Quality System data are collected and analyzed by the Program Manager on a routine basis to determine and demonstrate the suitability and effectiveness of processes employed to ensure product conformity, to resolve problems, and to identify opportunities for improvement to the Quality System. Carcass quality data will be collected on 25 percent of all Iowa-80 Beef animals. These data will be used to resolve products on an as-needed basis, reviewed by the Program Manager on an ongoing basis, and reviewed at annual management review meetings.

Pertinent process, product, and customer information is collected, analyzed, and reviewed with customers, live animal suppliers, packer/processor service providers, and in management review meetings. Collected data regarding animal and beef performance characteristics are evaluated to track trends and implement preventative actions where determined appropriate. (Refer to §5.6 – Management Review.)

8.5 Improvement

8.5.1 Continual Improvement. Continual improvement is dependent on accurate and timely feedback of process and product measurements. The Iowa-80 Beef Program strives to improve the effectiveness of its Quality System through the quality policy, quality objectives, audit results, analysis of data, corrective and preventative actions, and management reviews. (Refer to §5.1 – Management Commitment.)

8.5.2 Corrective Action. Quality System records maintained for process and product monitoring, internal reviews, internal audits, and customer complaints are reviewed during corrective action investigation. Activities relating to corrective actions are documented by the program participant correcting the nonconformance and reviewed by the Program Manager. Records are reviewed by Management at annual management review meetings or upon request by the Program Manager to determine if additional action is warranted.

- A request for corrective actions can be initiated by any Iowa-80 Beef staff member, internal reviewer, or auditor. A summary of requests for corrective actions is presented as review input during management review meetings (see QP852-001).
- Corrective actions can be taken as deemed appropriate by an affected participant to prevent recurrence of a nonconformance noted during normal operations, internal reviews and audits, or USDA audits (see QP852-001).

8.5.3 Preventative Action. All Iowa-80 Beef Program participants have the responsibility and authority to identify potential nonconformities and notify their immediate supervisor upon discovery with preventative action ideas.

Livestock Production Managers and Packer/Processor Managers are responsible for assessing the risks and benefits of proposed preventative actions to determine appropriate action. Prior product nonconformities of similar root cause(s) are considered in the design and development of new products to help prevent similar reoccurrences in the future (see QP853-001).

9.0 Control of Promotional Material (QP910-001)

Iowa-80 Beef Program Management have established the following procedures to ensure control of promotional materials.

- Explain the control and oversight established for managing USDA promotional materials.
- Identify the process steps for ensuring that promotional and advertising material is monitored in the same manner as a process point.
- Outline the method used to document that promotional material accurately represents the process points verified by USDA.
- Clarify that the process verified designation is directly linked to the processes (i.e., process points) verified by USDA.
- All proposed promotional materials are submitted to the PVP administrator for review and subsequent approval, if the following conditions are met.
  - Promotional material accurately represents the process points verified by USDA.
  - Process verification designation is directly linked to the processes (i.e., process points) verified by the USDA.
  - All information provided in promotional material is accurate. No claims will be made without prior approval from the USDA.

Schedule A – Controlled Quality Document List

Quality Documents	*Issue Date*
Level 1–Quality Manual	August 1, 2006
Level 2–Standard Operating Procedures Manual	August 1, 2006
Level 3–Quality Procedures Manual	August 1, 2006

Documented Procedures		*Issue Date*
QP423-001	Control of Quality Documents	August 1, 2006
QP424-001	Control of Quality Records	August 1, 2006
QP622-001	Training Procedures	August 1, 2006
QP741-001	Supplier Evaluation and Selection	August 1, 2006
QP743-001	Verification of Purchased Product	August 1, 2006
QP753-001	Identification and Traceability	August 1, 2006
QP822-001	Internal Audits	August 1, 2006
QP830-001	Control of Nonconforming Product	August 1, 2006
QP852-001	Corrective Action	August 1, 2006
QP853-001	Preventative Action	August 1, 2006
QP910-001	Control of Promotional Material	August 1, 2006

Standard Operating Procedures *Issue Date*

SOP #1 Livestock Management August 1, 2006

- Employee Training
- Cow Herd Management
- Calf Management from Birth through Weaning
- Calf Management from Weaning through Backgrounding/ Conditioning (if applicable)
- Calf Management from Weaning to Feedlot or from Backgrounding/Conditioning to Feedlot
- Fed Cattle Management from Feedlot to Harvest Facility
- Receiving at Harvest Facility to Processing/Fabrication/Delivery

SOP #2 Animal Identification August 1, 2006

SOP #3 Identification of Live Animal Preventative Actions, Nonconformance Practices, and Corrective Actions August 1, 2006

SOP #4 Identification of Carcass Preventative Actions, Nonconformance Practices, and Corrective Actions August 1, 2006

SOP #5 Live Animal Slotting Guidelines August 1, 2006

SOP #6 Training of Packing/Processing Company Management, Supervisors, and Employees August 1, 2006

SOP #7 Identifying/Receiving Iowa-80 Beef Slaughter Cattle at the Packing/Processing Company August 1, 2006

SOP #8 Identification/Marking of Iowa-80 Beef Carcasses at the Packing/Processing Company August 1, 2006

SOP #9 Processing Procedures for Iowa-80 Beef Carcasses at the Packing/Processing Company August 1, 2006

Schedule B – Quality Records Index

Description	QS Clause
Management Reviews	2.6.1
Human Resources – Competence, Awareness, and Training	3.2
Planning of Product Realization	4.2
Review of Requirements Related to the Product	4.3.2
Design and Development Inputs	4.4.2
Design and Development Review	4.4.4
Design and Development Verification	4.4.5
Design and Development Validation	4.4.6
Control of Design and Development Changes	4.4.7
Receiving Process	4.5.1
Identification and Traceability	4.6.3
Customer Property (Excluded)	4.6.4
Control of Monitoring and Measuring Devices	4.7
Customer Satisfaction	5.2.1
Internal Audit	5.2.2
Monitoring and Measurement of Product	5.2.4
Control of Nonconforming Product	5.3
Corrective Actions	5.5.2
Preventative Actions	5.5.3

Schedule C – Customer Satisfaction Survey

Iowa-80 Beef USDA Process Verified Program

Dear Valued Customer:

As a key customer of Iowa-80 Beef, we value your opinion about the products and service we provide. Please take a few minutes to provide us with some information that will help us better serve your needs and determine how we can improve how we service your valued business.

Please complete the following information.

Thank you – your input is extremely important to us!

Name: _____

Address: _____

_____

_____

Phone: _____

Fax: _____

Email: _____

1. When you place your Iowa-80 Beef order, is it handled in an accurate and timely manner? (Order is read back to you? Delivery time/location are discussed and agreed upon?)

   Please describe how we may better handle your orders:

2. Please rank in order of importance the following issues concerning Iowa-80 Beef quality and service. Please number the five you think are most important to you on a scale of 1 to 5 (with 1 being the most important).

   _____ Beef is delivered promptly within the agreed upon time.

   _____ Order paperwork is accurate.

   _____ Visual characteristics of the beef (color, trim, etc.) are acceptable.

   _____ Other (please specify) _____.

   Comments:

3. Please rank in order of importance the following issues concerning Iowa-80 Beef quality and service. Please number the five you think are most important to you on a scale of 1 to 5 (with 1 being the most important).

   _____ Person who takes your order is courteous and attentive to your needs.

   _____ The packaging containing Iowa-80 Beef arrives in good condition.

   _____ The quoted price is a good value for your money.

   _____ Other (please specify) _____.

   Comments:

4. Are the invoices you receive from Iowa-80 Beef accurate and timely?

   _____ Yes _____ No

5. Do you know who to contact at Iowa-80 Beef in the event you have questions or concerns about your invoice or anything associated with the beef product or delivery?

   _____ Yes _____ No

   Comments:

6. Are you willing to pay more for the added quality assurance that Iowa-80 Beef provides you through its USDA Process Verified Program, compared with the price you pay for beef purchased from other sources?

   _____ Yes _____ No

   Comments:

7. What other attributes would you like to Iowa-80 Beef to verify in its program?

8. Please provide any additional comments on how we can better serve you:

Please return this form to the Iowa-80 Beef Program Manager using one of the following methods.
by email: rclemens@iastate.edu
by fax: (515) 294-6336
by U.S. mail: Roxanne Clemens
Program Manager
Iowa-80 Beef Program
568F Heady Hall
Iowa State University
Ames, IA 50011

Iowa-80 BEEF

USDA PROCESS VERIFIED PROGRAM

LEVEL 2
STANDARD OPERATING PROCEDURES MANUAL

Authorized by
Center for Agricultural and Rural Development
Iowa State University
Ames, IA

DOCUMENT REVISION

Revision No. Old	Revision No. New	Effective Date	Revision Details	Page Nos.
--	0	08/01/06	First issuance	All

Table of Contents

SOP #	Program Area/SOP Title	Page No.
	Cover Page	1
	Document Revision	2
	Table of Contents	3
	Record Forms for Iowa-80 Beef Standard Operating Procedures	5
1	Livestock Management	7
	Employee Training	7
	Cow Herd Management	7
	Calf Management from Birth through Weaning	7
	Calf Management from Weaning through Backgrounding/Conditioning	8
	Calf Management from Weaning to Feedlot or from Backgrounding/ Conditioning to Feedlot	8
	Fed Cattle Management from Feedlot to Harvest Facility	8
	Receiving at Harvest Facility through Processing/Fabrication/Delivery	10
2	Animal Identification	11
3	Identification of Live Animal Preventative Actions, Nonconformance Practices, and Corrective Actions	12
	Preventative Actions	12
	Nonconformance Practices	12
	Corrective Actions	13
4	Identification of Carcass Preventative Actions, Nonconformance Practices, and Corrective Actions	14
	Preventative Actions	14
	Nonconformance Practices	14
	Corrective Actions	14
5	Live Animal Slotting Guidelines	16
6	Training of Packing/Processing Company Management, Supervisors, and Employees	17
7	Identifying/Receiving Iowa-80 Beef Slaughter Cattle at the Packing/Processing Company	18
8	Identification/Marking of Iowa-80 Beef Carcasses at the Packing/Processing Company	19
9	Processing Procedures for Iowa-80 Beef Carcasses at the Packing/Processing Company	20
	Amend Packing Company Procedures	21

Table of Contents

Record Forms for Iowa-80 Beef Standard Operating Procedures Page No.

Index of Iowa-80 Beef Forms 24
Use of Comparable Computer Records 24
Form 1. Iowa-80 Beef Process Verified Program Participant Agreement 25
Form 2. Iowa-80 Beef Producer Contact Information and On-Site Organizational Structure 26
Form 3. Iowa-80 Beef Training Log 27
Form 4. Iowa-80 Beef Employee Training Record 28
Form 5. Iowa-80 Beef Log of Registered Angus Sires 29
Form 6. Iowa-80 Beef Individual Animal Identification 30
Form 7. Iowa-80 Beef Calf Registration Form 31
Form 8. Iowa-80 Beef Feeder Calf Delivery Sheet and Certification 32
Form 9. Iowa-80 Beef Feed Production Record 33
Form 10. Iowa-80 Beef Feed Receiving Record 34
Form 11. Iowa-80 Beef Slotting List for Estimated Slaughter 35
Form 12. Iowa-80 Beef Cattle Final Slotting Schedule 36
Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification 37

Index of Record Forms for Iowa-80 Beef Standard Operating Procedures

SOP No.	Record Forms Referenced in SOPs
1	Livestock Management Employee Training *Form 1. Iowa-80 Beef Process Verified Program Participant Agreement* *Form 2. Iowa-80 Beef Producer Contact Information and On-Site Organizational Structure* *Form 3. Iowa-80 Beef Training Log* *Form 4. Iowa-80 Beef Employee Training Record* Cow Herd Management *Form 5. Iowa-80 Beef Log of Registered Angus Sires* Calf Management from Birth through Weaning *Form 6. Iowa-80 Beef Individual Animal Identification* *Form 7. Iowa-80 Beef Calf Registration Form* Calf Management from Weaning through Backgrounding/Conditioning (if applicable) *Form 8. Iowa-80 Beef Feeder Calf Delivery Sheet and Certification* Calf Management from Weaning to Feedlot or from Backgrounding/Conditioning to Feedlot *Form 8. Iowa-80 Beef Feeder Calf Delivery Sheet and Certification* Fed Cattle Management from Feedlot to Harvest Facility *Form 6. Iowa-80 Beef Individual Animal Identification* *Form 9. Iowa-80 Beef Feed Production Record* *Form 10. Iowa-80 Beef Feed Receiving Record* *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification* Receiving at Harvest Facility to Processing/Fabrication/Delivery *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification*
2	Animal Identification *Form 6. Iowa-80 Beef Individual Animal Identification* *Form 8. Beef Feeder Calf Delivery Sheet and Certification* *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification*
3	Identification of Live Animal Preventative Actions, Nonconformance Practices, and Corrective Actions *Form 6. Iowa-80 Beef Individual Animal Identification* *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification*

Index of Record Forms for Iowa-80 Beef Standard Operating Procedures (cont.)

4	Identification of Carcass Preventative Actions, Nonconformance Practices, and Corrective Actions *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification*
5	Live Animal Slotting Guidelines *Form 11. Iowa-80 Beef Slotting List for Estimated Slaughter* *Form 12. Iowa-80 Beef Cattle Final Slotting Schedule*
6	Training of Packing/Processing Company Management, Supervisors, and Employees *Form 3. Iowa-80 Beef Training Log* *Form 4. Iowa-80 Beef Employee Training Record*
7	Identifying/Receiving Iowa-80 Beef Slaughter Cattle at the Packing/Processing Company *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification*
8	Identification/Marking of Iowa-80 Beef Carcasses at the Packing/Processing Company
9	Processing Procedures for Iowa-80 Beef Carcasses at the Packing/Processing Company

All Iowa-80 Beef production activities shall be structured and executed to ensure that live animals comply with all specifications of the Iowa-80 Beef program.

All referenced forms are included at the end of this SOP document.

Employee Training

- All approved production facilities provide training to all employees involved in producing Iowa-80 Beef animals to ensure understanding of the procedures, production practices, and documents required for the Iowa-80 Beef program. Approved participants verify and document understanding and implementation of the program by completing the following forms.
  Form 1. Iowa-80 Beef Process Verified Program Participant Agreement
  Form 2. Iowa-80 Beef Producer Contact Information and On-Site Organizational Structure
  Form 3. Iowa-80 Beef Training Log
  Form 4. Iowa-80 Beef Employee Training Record

Cow Herd Management (Angus Sire Information)

- The genetic makeup of Iowa-80 calves is limited to those sired by registered Angus bulls. No other breeds or crossbreeds will be used as sires.

- *Form 5. Iowa-80 Beef Log of Registered Angus Sires* (or equivalent computer records) and supporting documents are used to verify the genetic makeup of sires/semen (i.e., American Angus Association Registration documents).

Calf Management from Birth through Weaning

- Each calf is identified with an ear tag with a unique identification number, which is applied to the calf on or before the date the calf is weaned. Complete records are kept to maintain full traceability of the calves using this ear tag identification number.

- *Form 6. Iowa-80 Beef Individual Animal Identification* (or equivalent computer records) is used to record farm of origin, individual identification number, sex of calf, date of birth, and Angus sire for each calf.

Calf Management from Weaning through Backgrounding/Conditioning (if applicable)

- If the calves are born and backgrounded/conditioned at facilities owned by different producers, records showing the individual animal ID, farm/ranch of birth, sex, date of birth, and genetic makeup of each calf are given to the backgrounding/conditioning operator by the cow/calf producer.

- At the time calves are transferred, the calf breeder will provide the backgrounding/conditioning operator with a copy of *Form 6. Iowa-80 Beef Individual Animal Identification* (or equivalent computer records) for each calf and a signed copy of *Form 8. Iowa-80 Beef Feeder Calf Delivery Sheet and Certification* (or equivalent computer records).

- Complete records are kept to maintain full traceability of calves using the unique ear tag identification number.

Calf Management from Weaning to Feedlot or from Backgrounding/Conditioning to Feedlot

- If the calves are finished by a producer different from the cow/calf producer at the farm of birth and/or the backgrounding/conditioning operator, documents verifying the individual animal ID number, farm/ranch of birth, sex, date of birth, and genetic makeup of each calf being transferred are given to the feedlot operator by the cow/calf producer or the backgrounding/conditioning operator from which the animals are being transferred.

- At the time calves are transferred, the cow/calf breeder or backgrounding/conditioning operator will provide the feedlot operator with a copy of *Form 6. Iowa-80 Beef Individual Animal Identification* (or equivalent computer records) for each calf and a signed copy of *Form 8. Iowa-80 Beef Feeder Calf Delivery Sheet and Certification* (or equivalent computer records).

- Complete records are kept to maintain full traceability of calves using the unique ear tag identification number.

Fed Cattle Management from Feedlot to Harvest Facility

- All cattle in the finishing phase are managed in a manner designed to maximize product quality.

- Complete records are kept to maintain individual animal identification and traceability using the unique ear tag identification number.

- The date each calf enters the feedlot is documented on *Form 6. Iowa-80 Beef Individual Animal Identification* (or equivalent computer records).

Ration Management

- Iowa-80 Beef producers/feedlot managers ensure that the finishing ration for all Iowa-80 Beef animals contains at least 75 percent corn or corn co-products, over the feeding period (minimum of 180 days).

- Records and supporting documents showing feed rations are kept on file by the feedlot operator to ensure rations include at least 75% corn or corn co-products over the feeding period. These documents can include receipts for purchased feed and documents verifying rations prepared on-site.

On-Farm Feed Production

- Feeds prepared at the production facility are recorded on *Form 9. Iowa-80 Beef Feed Production Record* (or equivalent computer records).

- Personnel preparing feeds at the production site must have the qualifications, training, and experience to prepare feeds with the correct ingredients in the appropriate quantities and to correctly segregate batches if more than one ration is used at the production site.

Receipt of Purchased Feeds

- Feeds purchased from outside sources are recorded on *Form 10. Iowa-80 Beef Feed Receiving Record* (or equivalent computer records) upon receipt of the feed. Delivery receipts, ration formulations, records of feed tests, and other supporting documents are retained to verify ration ingredients.

- Personnel receiving prepared feed at the production site must have the qualifications, training, and experience to verify that the appropriate feed has been delivered and to correctly segregate different batches if more than one ration is used at the production site.

Scheduling Slaughter

- Between 20 and 30 days prior to slaughter, the feedlot operator submits *Form 11. Iowa-80 Beef Slotting List for Estimated Slaughter* to schedule animals for delivery to the harvest facility (see SOP #5).

Transfer Records

- The date each calf is transferred from the feedlot to the harvest facility is recorded on *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification* (or equivalent computer records). The date the calf enters the feedlot and the date the calf is transferred to the packing facility are used to ensure the calf has been in the feedlot for a minimum of 180 days.

- *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification* (or equivalent computer records) is used to verify animal identification number, sex, and age and to record live weight.

Receiving at Harvest Facility through Processing/Fabrication/Delivery

- All cattle in the finishing phase are managed in a manner designed to maximize product quality.

- Complete records are kept to maintain individual animal identification and traceability using the unique ear tag identification number.

- See SOP #6 through SOP #8 for processing, fabrication, and delivery by Amend Packing Company.

	Standard Operating Procedure #2: Animal Identification		
Version No.: 1	**Effective Date**: 08/01/06	**Approved by**:	SOP Page 1 of 1

All referenced forms are included at the end of this SOP document.

- Each calf is identified using an ear tag with a unique identification number, which is applied to the calf on or before the date of weaning. Each animal will wear the ear tag at all times. The identification number assigned by the calf producer is referred to as the "ear tag number" and links the animal to its permanent records.

- The individual identification number is recorded on *Form 6. Iowa-80 Beef Individual Animal Identification* (or equivalent computer records).

- Notes are made of any changes in tags, including lost and reapplied tags, on *Form 6. Iowa-80 Beef Individual Animal Identification* (or equivalent computer records).

- When a calf is transferred from the farm of birth to a backgrounding/conditioning facility or feedlot, its individual ear tag number must be listed on *Form 8. Iowa-80 Beef Feeder Calf Delivery Sheet and Certification*, which must be signed by the cow/calf producer or backgrounding/conditioning operator.

- When a fed animal is delivered to the processing plant, its ear tag number must be listed on *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification*, which must be signed by the producer or feedlot operator. Producers and feedlot operators who use equivalent computer records must include the signed certification statement.

- If any animal lacks identification upon arrival at the feedlot or arrival at the packing plant, the animal may be identified using only sex as an individual animal characteristic. Indentification can also be based on a secondary tag number (e.g., birth tag) if all other animals in the group retain their second tag and the numbers are cross-referenced in the original cow/calf records. If more than one animal of the same sex is missing tags and secondary tags are not used, those animals become ineligible for the program.

- Any animal that cannot be identified at the packing plant becomes ineligible for the Iowa-80 Beef program.

All referenced forms are included at the end of this SOP document.

Preventative Actions

- Preventative action is taken to prevent nonconformances from occurring.

- Preventative actions can be identified by Livestock Production Managers, production employees, any Iowa-80 Beef program personnel, and through internal reviewers and audits.

- Live animal producers and their employees take preventative action as quickly as possible after identifying the potential for a nonconformance to occur.

- Suggested preventative actions would include (but are not limited to):
  - Retaining birth ear tags (if different from permanent animal ID) for identification purposes in case of lost permanent ear tag.
  - Marking animals that have lost ear tags with chalk or other marker until ear tag can be replaced.
  - Replacing lost ear tags immediately to prevent identification problems if multiple ear tags are lost.
  - Segregrating program cattle from non-program cattle.

Nonconformance Practices

For nonconformance(s) found during production through arrival at the packing facility, the following actions are taken during production.

- For live animal nonconformances that occur before the animal is transferred to the packing plant, record the animal(s) identification number, note the nonconformance(s), and determine and document any corrective and preventative actions taken on *Form 6. Iowa-80 Beef Individual Animal Identification* (or equivalent computer records).

- For nonconformances that occur after the animal is transferred to the packing plant, record the animal(s) identification number, note the nonconformance(s), and determine and document any corrective and preventative actions taken on *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification* (or equivalent computer records).

- Any nonconformance(s) that violates the specifications of the Iowa-80 Beef program make the animal ineligible for use in the program.

- The Livestock Production Manager is responsible for contacting the Iowa-80 Beef Program Manager with any questions about whether a nonconformance prevents an animal from being sold under the Iowa-80 Beef program.

Corrective Actions

- Where applicable, corrective action is taken to bring nonconformance back into compliance.
- Live animal producers and employees take corrective actions as quickly as possible to correct the nonconformance(s).
- Corrective actions can be identified by Livestock Production Managers, production employees, any Iowa-80 Beef program personnel, and through internal review and audits.
- For corrective action of live animal nonconformances that occur before the animal is transferred to the packing plant, record the animal(s) identification number, document the corrective actions taken on *Form 6. Iowa-80 Beef Individual Animal Identification* (or equivalent computer records).
- For corrective action of live animal nonconformances that occur after the animal is transferred to the packing plant, record the animal(s) identification number, document the corrective actions taken on *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification* (or equivalent computer records).
- Any nonconformance(s) that violates the specifications of the Iowa-80 Beef program and that cannot be corrected make the animal ineligible for use in the program.
- The Livestock Production Manager is responsible for contacting the Iowa-80 Beef Program Manager with any questions about whether a corrective action allows a previously nonconforming animal to remain in the Iowa-80 Beef program.

All referenced forms are included at the end of this SOP document.

Preventative Actions

- Preventative action is taken to prevent nonconformances from occurring.

- Packers/processors and their employees take preventative action as quickly as possible after identifying the potential for nonconformances to occur.

- Preventative actions can be identified by packing/processing plant managers, supervisors, employees, any Iowa-80 Beef program personnel, and through internal reviews and audits.

Nonconformance Practices

- Nonconformance(s) found at the time of slaughter and/or processing and that negatively affect carcass or meat quality include, but are not limited to, the following list. Depending on the extent of the nonconformance, all or part of the carcass may be rejected for use in the Iowa-80 Beef program.
  - Incomplete castration
  - Liver abscesses
  - Growths (malignant and benign cysts)
  - Dark Cutter
  - Blood Splash or Bruises
  - Disease or Parasites

- If all or part of carcasses are rejected, a packer/processor company manager provides written reasons on *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification* and contacts the Iowa-80 Beef Program Manager to determine disposition of the carcass.

Corrective Actions

- Where applicable, corrective action is taken to bring a nonconforming carcass back into compliance.

- Corrective actions can be identified by packing/processing company management and employees, any Iowa-80 Beef program personnel, and through internal reviews and audits.

- Packing/processing plant managers, supervisors, and employees take corrective action as quickly as possible to correct the nonconformance(s).

- Document the corrective actions taken for each nonconformance on *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification* (or equivalent computer records).

- Any nonconformance(s) that violates the specifications of the Iowa-80 Beef program, and for which corrective action cannot be taken, make the carcass ineligible for use in the program.

- The packing/processing company manager is responsible for contacting the Iowa-80 Beef Program Manager with any questions about whether a corrective action allows a previously nonconforming carcass to remain in the Iowa-80 Beef program.

All referenced forms are included at the end of this SOP document.

The Field Manager is responsible for slotting cattle for slaughter and must have the qualifications, training, and experience to determine whether all the live animal specifications are being met. The Livestock Production Manager must have records to verify that each animal is:

- sired by a registered Angus bull
- source verified to the farm of birth using an identification system with a unique ear tag number that identifies the animal through the production process
- fed a high-concentrate ration that totals at least 75 percent corn and corn co-products over the feeding period
- fed in an Iowa feedlot for a minimum of 180 days
- age verified and processed at 18 months of age or less

Between 20 and 30 days prior to the estimated slaughter date, the Livestock Production Manager submits *Form 11. Iowa-80 Beef Slotting List for Estimated Slaughter* to the Field Manager.

The Field Manager is responsible for working with feedlot operators and the processing plant(s) to complete *Form 12. Iowa-80 Beef Cattle Final Slotting Schedule.* Between 7 and 10 days prior to the expected slaughter date, the Field Manager contacts the Program Manager to confirm the actual slaughter date, number of head to be delivered, and that the specified records have been received on all the cattle scheduled to be slaughtered. The Field Manager arranges for slaughter with an approved packing/processing plant.

	Standard Operating Procedure #6: Training of Packing/Processing Company Management, Supervisors, and Employees		
Version No.: 1	**Effective Date**: 08/01/06	**Approved by**:	SOP Page 1 of 1

All referenced forms are included in the Appendix at the end of this SOP document.

Purpose and Scope

This SOP documents responsibilities and procedures for training packing/processing company management, supervisors, and employees whose activities involve the identification, receiving, holding, harvesting, segregation/traceability, processing, packaging, temporary warehousing and shipment of Iowa-80 Process Verified Program beef. This SOP covers training activities conducted by/for the Iowa-80 Beef Process Verified Program.

Responsibilities

- Field Managers are responsible for training packing/processing company managers in the requirements of the Iowa-80 Beef program.

- Packing company managers are responsible for training supervisors and employees whose job responsibilities include identification, receiving, holding, harvesting, segregation/traceability, processing, packaging, temporary warehousing and shipment of live animals and carcasses intended for use as Iowa-80 beef.

- Training of supervisors and employees shall address applicable Iowa-80 Beef Process Verified Program requirements. Iowa-80 Beef Process Verified Program requires following written instructions for specified work activities related to the job responsibilities outlined above.

- Accurate records showing that work activities have been satisfactorily completed must be maintained and easily retrievable.

- Packing/processing company management are responsible for ensuring that training is deemed effective through routine monitoring of Iowa-80 beef products and documentation.

Procedure

1. Schedule date and time to conduct training.

2. Prepare training materials.

3. Review the Iowa-80 Beef PVP Manuals: Level 1 – Quality Manual, Level 2 – Standard Operating Procedures Manual, and Level 3 – Quality Procedures Manual.

4. Complete the following training record forms *Form 3. Iowa-80 Beef Training Log* and *Form 4. Iowa-80 Beef Employee Training Record.*

	Standard Operating Procedure #7: Identifying/Receiving Iowa-80 Beef Slaughter Cattle at the Packing/Processing Company		
Version No.: 1	**Effective Date**: 08/01/06	**Approved by**:	SOP Page 1 of 1

All referenced forms are included at the end of this SOP document.

Purpose and Scope
This SOP documents how Iowa-80 Beef slaughter cattle are identified and received by the packing/processing company at the time of delivery arrival, including stated activities at the plant.

Responsibilities
- Iowa-80 Beef slaughter cattle that are due to arrive shall be identified by the Iowa-80 Beef producer, verified by the Iowa-80 Program Manager and Field Manager, and listed on the *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification*.

- Receiving personnel at the packing/processing company shall check the paperwork that accompanies the Iowa-80 Beef slaughter cattle to verify individual program cattle identification at time of delivery. If individual cattle identification cannot be verified by packing company receiving personnel, animals shall be segregated from other Iowa-80 Beef slaughter cattle while a packing/processing manager contacts the Iowa-80 Beef Program Manager to determine appropriate action(s).

- Pre-harvest personnel shall segregate Iowa-80 Beef cattle from non-program cattle.

- Harvest personnel shall record the slaughter sequence (e.g., individual animal ID number, date, time, weight) of Iowa-80 Beef slaughter cattle on a harvest log.

Procedure
1. Pre-harvest personnel identify Iowa-80 Beef slaughter cattle from ear tags.

2. Pre-harvest personnel verify that all ear tag numbers are included on *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification* (or comparable computer printout) and that no cattle that do not appear on Form 13 are included in the group.

3. Iowa-80 Beef slaughter cattle are segregated from non-program cattle.

4. The slaughter sequence of Iowa-80 Beef slaughter cattle is recorded.

	Standard Operating Procedure #8: Identification/Marking of Iowa-80 Beef Cattle at the Packing/Processing Company		
Version No.: 1	**Effective Date**: 08/01/06	**Approved by**:	SOP Page 1 of 1

All referenced forms are included at the end of this SOP document.

Purpose and Scope
This SOP documents the procedure for identifying and marking beef carcasses intended for use in the Iowa-80 Beef program and covers activities by trained personnel at packing/processing companies involved in slaughtering and processing Iowa-80 Beef animals.

Responsibilities
Packing/processing company management are responsible for ensuring that Iowa-80 Beef program requirements are met and documented.

Procedure
- Packing/processing company employees use individual ear tag identification numbers to record the sequence of Iowa-80 Beef cattle as they are harvested.

- A tag identifying each individual animal is attached to each carcass immediately after slaughter.

- For procedures specific to Amend Packing Company, see "Amend Packing Company (APC) Procedures for the Iowa-80 Beef Program" in SOP #9.

	Standard Operating Procedure #9: Processing Procedures for Iowa-80 Beef Cattle at the Packing/Processing Company		
Version No.: 1	**Effective Date**: 08/01/06	**Approved by**:	SOP Page 1 of 1

All referenced forms are included at the end of this SOP document.

Purpose and Scope
This SOP documents processing procedures for Iowa-80 Beef slaughter cattle, specifically identification and traceability through the processing plant. This SOP covers stated activities at processing plants.

Responsibilities
- Company management are responsible for ensuring that Iowa-80 Beef program requirements are met and documented, including arranging for USDA grader to grade each carcass.

- Company management are responsible for ensuring beef is cut according to customer specifications and packaged and labeled according to the Iowa-80 Beef Process Verified Program.

- Company management are responsible for ensuring beef is segregated and traceability is maintained through processing, packaging, and labeling.

Procedure
1. Iowa-80 Beef carcass identification tags accompany the carcass through processing and packaging.

2. A USDA grader inspects and assigns a quality grade to each carcass. Nonconforming carcasses are identified and recorded on *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification* (or comparable computer printout) and on the carcass identification tag. Nonconforming carcasses are processed separately from conforming carcasses.

3. Iowa-80 Beef carcasses are processed, packaged, and labeled separately from nonconforming and non-program beef carcasses.

4. Carcasses are cut according to specifications provided by the customer or by Iowa-80 Beef personnel.

5. Boxes are labeled as containing Iowa-80 Beef and the contents are identified on the outside of each box.

6. Boxes and/or packages of Iowa-80 Beef are stored together in cold storage prior to pick-up by, or shipment to, customers.

Amend Packing Company Procedures
for the Iowa-80 Beef Program

Training of Amend Packing Company (APC) Supervisors and Employees

- APC management schedule time to train employees in specific procedures needed for the Iowa-80 Beef program.

- APC management complete *Form 3. Iowa-80 Beef Training Log,* keep the most current version on file, and submit copies to the Iowa-80 Beef Program Manager as scheduled in the Iowa-80 Beef program manual (Level 2: Standard Operating Procedures). APC management complete *Form 4. Iowa-80 Beef Employee Training Record*, and keep these completed forms on file.

Identifying/Receiving Iowa-80 Beef Slaughter Cattle

- Slaughter dates, cattle source(s), and number of animals to be harvested at APC are scheduled with APC management by the Iowa-80 Beef Program Manager.

- Trained APC personnel verify the identity of received animals by comparing individual animal ear tags and *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification* (or comparable computer printout), which includes the Iowa-80 Beef certification signed by the producer.

- Iowa-80 Beef animals are weighed and kept segregated from non-program animals prior to slaughter.

- Trained APC personnel complete a "Final Inspection Log" (see attached sample) for each group of animals, including date, time, inspector, scale tags, lot number, and weights.

Identification/Marking of Iowa-80 Beef Carcasses

- Immediately following slaughter and skinning, a carcass tag (see sample below) is prepared for each carcass. Each animal's individual ear tag is sealed in a small plastic bag, the carcass tag is attached to the bag, and both are pinned inside the carcass.

- The carcass tag and ear tag accompany the carcass through aging, processing, packaging, and labeling. The information on the carcass tag corresponds to the information entered on the Final Inspection Log.

Amend Packing Company (APC) Procedures for the Iowa-80 Beef Program (continued)

Processing Procedures for Iowa-80 Beef Carcasses

- APC processes beef carcasses according to the customer specifications provided by the Iowa-80 Beef Program Manager.
- Each Iowa-80 Beef carcass is processed, packaged, and labeled separately.
- The individual ear tag number for each carcass is written on the boxes of beef from that carcass.
- Clearly labeled boxes of beef from each carcass are grouped together and segregated from non-program beef in cold storage prior to pick-up or delivery.

Record Retention for the Iowa-80 Beef Program

- APC retains documents and records for the Iowa-80 Beef program for a minimum of three years, including the current copy of the Iowa-80 Beef manual.

Amend Packing Company (APC) Procedures for the Iowa-80 Beef Program (continued)

Form 13A. Amend Packing Company Final Inspection Log

Index of Iowa-80 Beef Forms

This section contains the Iowa-80 Beef Forms referred to in this SOP manual.

Records for these SOPs will be retained for a minimum of three years. Review of SOP records will be included in internal reviews, internal audits, and USDA audits.

Use of Comparable Computer Records
Comparable computer records and printouts can be used in place of the record forms listed below, under the following circumstances.

- The computer records must be pre-approved by an Iowa-80 Beef program Field Manager or the Program Manager.

- The certification statement on *Form 8. Iowa-80 Beef Feeder Calf Delivery Sheet and Certification* and *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification* must accompany any computer-generated printouts and the certification statement must be signed and dated.

Form 5. Iowa-80 Beef Log of Registered Angus Sires

Form 6. Iowa-80 Beef Individual Animal Identification

Form 7. Iowa-80 Beef Calf Registration Form

Form 8. Iowa-80 Beef Feeder Calf Delivery Sheet and Certification

Form 9. Iowa-80 Beef Feed Production Record

Form 10. Iowa-80 Beef Feed Receiving Record

Form 11. Iowa-80 Beef Slotting List for Estimated Slaughter

Form 12. Iowa-80 Beef Cattle Final Slotting Schedule

Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification

Form 1. Iowa-80 Beef Process Verified Program
Participant Agreement

I agree to participate in the Iowa-80 Beef Process Verified Program. By participating in the program, I agree to the following provisions of the program.

- I understand that the integrity and success of the Iowa-80 Beef Process Verified Program depends on strict adherence to all program specifications. I further understand that I will be required to follow the production specifications of the Iowa-80 Beef Process Verified Program and to maintain all records necessary to verify that the appropriate production practices are being used to uphold these specifications.

- I understand that my production operations and documents may be audited by USDA auditors, internal auditors, and internal reviewers for the Iowa-80 Beef Process Verified Program. I further understand that my continued participation in the program depends on successful outcomes for both USDA and internal reviews and audits.

- I understand that all Iowa-80 Beef Process Verified Program records must be retained for a minimum of three years.

- I understand that my participation in the Iowa-80 Beef Process Verified Program is voluntary and that I may withdraw from the program at any time by notifying the Iowa-80 Beef Process Verified Program Manager in writing.

_____ _____
Producer Signature Date

_____
Producer Name (printed)

_____ _____
Iowa-80 Beef Program Manager Date
or Designated Representative

This document is signed and dated by the Iowa-80 Beef program participant and Program Manager (or a designated representative). The original will be retained at the Iowa-80 Beef Program office and a copy will be retained at the farm/ranch.

Document Date: August 1, 2006

Form 2. Iowa-80 Beef Producer Contact Information and On-Site Organizational Structure

Producer Contact Information

Date:

Phone Number:

Producer Name:

Cell Phone No. if applicable:

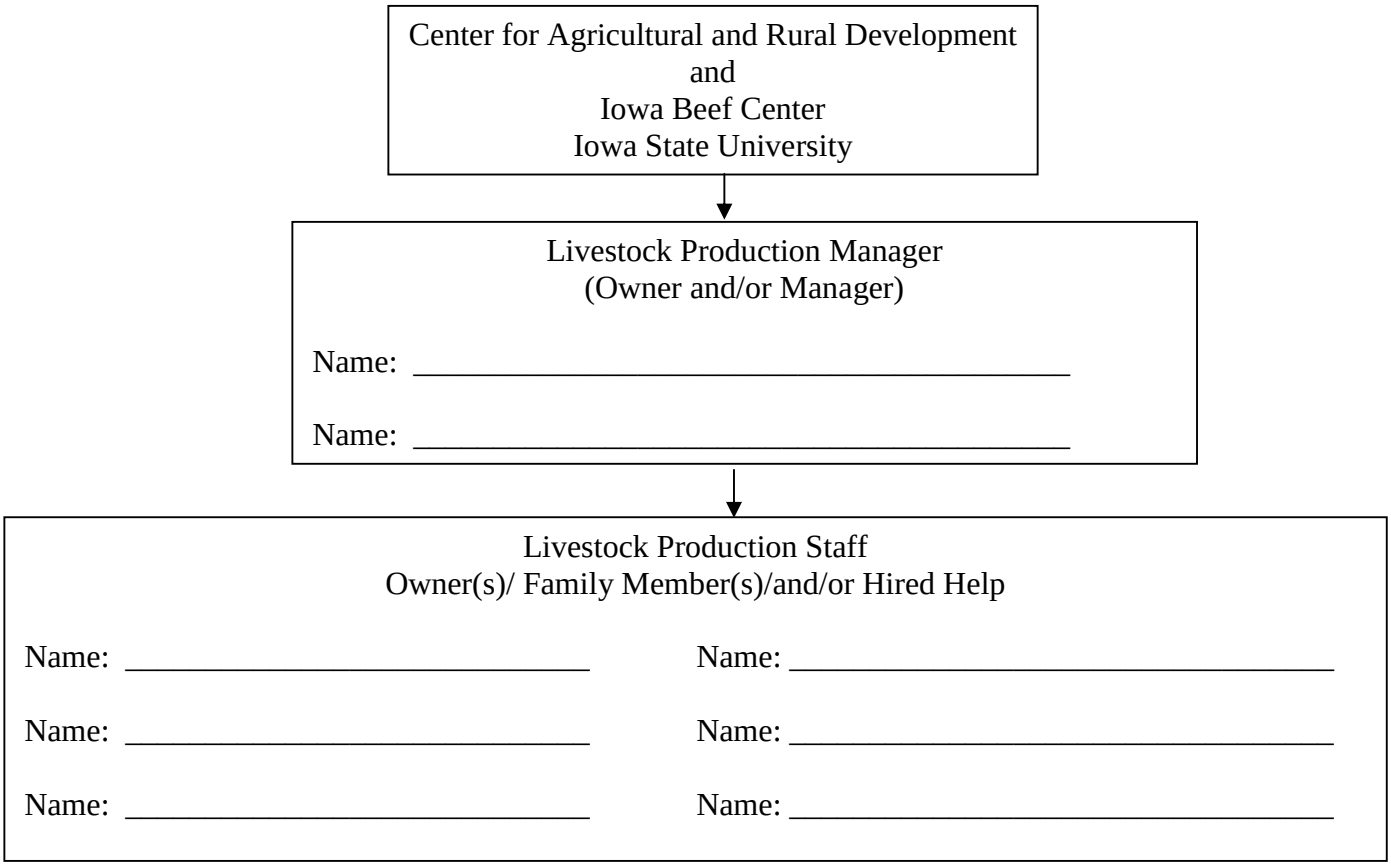
Fax No. if applicable:

Address:

Email if applicable:

Preferred method of contact (e.g., cell phone, email): _____

On-Site Organizational Structure



The Livestock Production Manager submits an updated copy of this form to the Iowa-80 Beef Program Manager by January 15 each year and a copy is retained at the farm/feedlot for a minimum of three years.

Document Date: August 1, 2006

Form 3. Iowa-80 Beef Training Log

Producer Name: _____ Date Submitted: _____

Trainee Name and Position	Description/Topic of Training	Training Location	Date Training Completed	Approved By*

*****On-site training for Livestock Production Staff can be approved by the Livestock Production Manager.

The Livestock Production Manager submits a copy of this form to the Iowa-80 Beef Program Manager on January 15 of each year. A copy of this form is retained at the farm/ranch for a minimum of three years.

Document date: August 1, 2006

Form 4. Iowa-80 Beef Employee Training Record

Employee Name: _____

Employee Title/Position: _____

Job Responsibilities (attach job description if applicable):

Employee:

Did you receive training on the responsibilities listed above? ____Yes ____No

Do you understand the procedures and their purposes of these tasks with regard to Iowa-80 Beef?

____Yes ____No

Employee Signature _____ Date_____

Livestock Production Manager:

Does the employee show proficiency at the responsibilities listed above? ____Yes ____No

Is employee qualified to perform these responsibilities without oversight? ____Yes ____No

Trainer Signature _____ Date_____

A separate employee training record is completed by each employee for each training session. All employee training records are retained on the farm/feedlot for a minimum of three years.

Document date: August 1, 2006

Form 5. Iowa-80 Beef Log of Registered Angus Sires

Only sires registered with the American Angus Association can sire calves for the Iowa-80 Beef program.

Date: _____

Live Bulls

Bull 1: American Angus Association registration number: _____

Date entered breeding pasture/pen: _____ Date exited breeding pasture/pen: _____

Bull 2: American Angus Association registration number: _____

Date entered breeding pasture/pen: _____ Date exited breeding pasture/pen: _____

(List additional bulls if more than two sires are used.)

Artificial Insemination Record (use additional pages if needed)

Semen Registration No.	Cow ID No.	Date Inseminated		Semen Registration No.	Cow ID No.	Date Inseminated

The Livestock Production Manager submits a completed copy of this form to the Iowa-80 Beef Program Manager each year within 30 days of the end of each breeding season. A copy of this form and corresponding American Angus Association registration documents are retained at the cow/calf production site for a minimum of three years.

Form 6. Iowa-80 Beef Individual Animal Identification

Date: _____

Producer of Origin Name: _____

Individual Identification (Ear Tag) Number: _____

Note: A permanent, individual identification number must be attached no later than weaning. Record any changes in tag number if weaning tag number is different than number applied at birth, or if re-tagged number is different from birth number. Note that individual animal markings are **not** sufficient to verify animal identification in case of lost tags.

Calf Sex: _____Bull _____Heifer

Date of Birth: _____ Method of age identification (birth date verification):

_____Individual Animal Age Verification (if tagged at birth)

_____Group Age Verification (if tagged at weaning)

Date of birth of first animal in group _____

Date of birth of last animal in group _____

_____Other USDA QSA Program or Process Verified Program

Name of program: _____

Dam ID No.: _____

Registered Angus Sire I.D.: _____

Date calf transferred to backgrounder/conditioner (if applicable): _____

Date calf placed in feedlot for finishing at farm of origin (if applicable): _____

Date calf transferred to feedlot other than farm of origin (if applicable): _____

Nonconformances/Corrective Actions/Preventative Actions (list dates and explain):

The Livestock Production Manager is responsible for ensuring individual animal identification information for each eligible animal is retained on the farm/ranch/feedlot for a minimum of three years.

Document Date: August 1, 2006

Form 7. Iowa-80 Beef Calf Registration Form

(Use additional pages if needed)

Producer of Origin Name: _____ Phone Number: _____

Number of Calves Being Registered: _____

Permanent Individual Ear Tag ID No. (applied on or before date of weaning)	Birth ID No. (original cow/calf herd ID, if different from permanent ID No.)	Sex	Date of Birth

Producer Certification Statement: I understand that this document is part of the Iowa-80 Beef Process Verified Program, and I certify that I have records to support the above information. I further certify that the listed animals have been sired and tagged in accordance with the specifications of the Iowa-80 Beef program. I agree to keep this certificate and all records supporting this certificate on file for a minimum of three years.

Producer Signature: _____ Date: _____

The Livestock Production Manager submits a completed and signed copy of this form to the Iowa-80 Beef Program Manager within 14 calendar days of weaning at the farm of origin. A copy is retained at the farm/ranch for a minimum of three years.

Document date: August 1, 2006

Form 8. Iowa-80 Beef Feeder Calf Delivery Sheet and Certification

(Use additional pages if needed)

Producer of Origin Name: _____ Phone Number: _____

Delivered to: _____

Transfer Date: _____ Delivery Date (if different): _____ No. of head: _____

Individual Animal ID No. (Permanent No.)	2nd Tag No. (if different) (e.g., Calf herd ID)	Sex	Date of Birth

Producer Certification Statement: I understand that this document is part of the Iowa-80 Beef Process Verified Program, and I certify that I have records to support the above information. I further certify that the listed animals have been produced and handled in accordance with the specifications of the Iowa-80 Beef program. I agree to keep all records supporting this certificate and this certificate on file for a minimum of three years.

Producer Signature: _____ Date: _____

The Livestock Production Manager submits a completed and signed copy of this form to the backgrounder, conditioner, or feedlot receiving the cattle and send a copy to the Iowa-80 Beef Program Manager within 14 calendar days of movement to feedlot if feedlot location is different from farm of origin. A copy is retained at the farm/feedlot for a minimum of three years.

Form 9. Iowa-80 Beef Feed Production Record

Date	Ration No.	No. of Batches	Batch Size	Pounds of Corn or Corn Co-products per ton/feed	% Corn or Corn Co-products in this Batch(es) (75% minimum)	Delivery Ticket No. (if applicable)

The Livestock Production Manager completes this form and retains it at the farm/feedlot site for a minimum of three years.

Document date: August 1, 2006

Form 10. Iowa-80 Beef Feed Receiving Record

Date Rec'd	Supplier	Invoice/ Batch No.	Ration No. Delivered	Pounds of Corn or Corn Co-products per ton/feed	% Corn or Corn Co-products in this Batch (75% minimum)	Delivery Ticket No.

The Livestock Production Manager completes copy of this form and retains it at the farm/feedlot for a minimum of three years.

Document date: August 1, 2006

Form 11. Iowa-80 Beef Slotting List for Estimated Slaughter

(Use additional pages if needed)

Between 20 and 30 calendar days prior to the estimated marketing date, this document is completed and submitted to the Iowa-80 Beef Program Manager. Between 7 and 10 calendar days prior to slaughter, the Program Manager will contact the producer to verify the number of conforming animals to be slaughtered and to schedule actual harvest date(s).

Date: _____

Producer Name: _____ Number of Head: _____

Individual Animal ID No.	Sex	Estimated Market Date	Notes

The Livestock Production Manager submits this form to the Iowa-80 Beef Program Manager. A copy is retained at the farm/feedlot for a minimum of three years.

Document Date: August 1, 2006.

Form 12. Iowa-80 Beef Cattle Final Slotting Schedule

Producer Name	Estimated No. of Head	Estimated Market Date	Confirmed Number of Head	Actual Harvest Date

The Iowa-80 Beef Program Manager completes this form and retains it on file at the Iowa-80 Beef program office for a minimum of three years.

Document Date: August 1, 2006

Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification

(Use additional pages if needed)

Producer Name: _____ Producer Phone No.: _____

Lot #:_____ Transaction No.:_____

Delivery Date:_____ Slaughter Date:_____

Slaughter Location: _____ No. of Head Delivered: _____

Animal ID - Ear Tag No.	Sex	Age (months)	Live Weight (lbs.)	Hot Weight (lbs.)	USDA Grade	Notes (e.g., Nonconformances, Corrective Action)

Producer Certification Statement: I understand that this document is part of the Iowa-80 Beef Process Verified Program, and I certify that I have records to support the above information. I further certify that the listed animals have been produced and handled in accordance with the specifications of the Iowa-80 Beef program. I agree to keep all records supporting this certificate and this certificate on file for a minimum of three years.

Producer Signature: _____ Date: _____

The Livestock Production Manager submits a completed and signed copy of this form to the packing/processing facility manager upon delivery of the listed animals. Within 7 days of harvest, the packing/processing facility submits a copy of this form to the Iowa-80 Beef Program Manager. All copies are retained for a minimum of three years

Document date: August 1, 2006

IOWA-80 BEEF

USDA PROCESS VERIFIED PROGRAM

LEVEL 3
QUALITY PROCEDURES MANUAL

Authorized by:
Center for Agricultural and Rural Development
Iowa State University
Ames, IA

DOCUMENT REVISION

Revision No. Old	New	Effective Date	Revision Details	Page No.
---	0	08/01/06		

Table of Contents

Quality Procedure Number	Documented Quality Procedure	QS Clause Number	USDA Clause Number	Current Issue Date	Page No.
	Cover Page			08/01/06	1
	Document Revision			08/01/06	2
	Table of Contents			08/01/06	3
QP423-001	Control of Quality Documents	4.23	1.2.3	08/01/06	4
QP424-001	Control of Quality Records	4.24	1.2.4	08/01/06	8
QP622-001	Training of Personnel	6.22	3.2	08/01/06	13
QP741-001	Supplier Evaluation and Selection	7.41		08/01/06	15
QP743-001	Verification of Purchased Product	7.43	4.5.1	08/01/06	19
QP753-001	Identification and Traceability	7.53	4.6.3	08/01/06	20
QP822-001	Internal Audits	8.22	5.2.2	08/01/06	22
QP830-001	Control of Nonconforming Product	8.30	5.3	08/01/06	26
QP852-001	Corrective Action	8.52	5.5.2	08/01/06	28
QP853-001	Preventative Action	8.53	5.5.3	08/01/06	28
QP910-001	Control of Promotional Material	9.1	6.1	08/01/06	32

Index of Iowa-80 Beef Record Forms for Quality Procedures 34

Form 14. Iowa-80 Beef Producer Internal Review Report 35
Form 15. Iowa-80 Beef Packer/Processor Internal Review Report 37
Form 16. Iowa-80 Beef List of Approved Producers 39
Form 17. Iowa-80 Beef List of Approved Packing and Processing Facilities 40
Form 18. Log of Customer-Reported Nonconformances 41
Form 19. USDA Process Verification Documentation Checklists 42

CONTROL OF QUALITY DOCUMENTS - *QP423-001*

1.0 PURPOSE

This procedure defines the method in use for managing the control and distribution of approved Iowa-80 Beef Program Quality System documents.

2.0 SCOPE

This procedure applies to approved documents that are subject to changes and revisions.

NOTE: Control of promotional and advertising materials containing the USDA shield and/or declaration follows this procedure's format in addition to requirements described in *QP910-001*.

2.1 Definitions

2.1.1 Approved documents and other materials—Quality System documents that are controlled by this procedure include
Level 1 – Quality Manual
Level 2 – Standard Operating Procedures Manual
Level 3 – Quality Procedures Manual

2.1.2 These documents are identified by issue date and are listed in the procedure and in Schedule A – Controlled Quality Document List in Level 1.

3.0 RESPONSIBILITY

The Program Manager has responsibility for approving, distributing, and controlling program documents, including the following.

- Verifying that information contained in Quality System documents is reliable and accurate.
- Ensuring that maintenance and control of related Quality System documents satisfy USDA PVP requirements and Iowa-80 Beef Program quality objectives.

CONTROL OF QUALITY DOCUMENTS - *QP423-001 (cont.)*

4.0 PROCEDURE

4.1 Document Creation and Changes

Document Development – When a new document is necessary, all relevant information shall be collected and studied with input from affected program participants. Upon completion of the study, Iowa-80 Beef Management shall draft and circulate the new document, requesting final review prior to issuance.

Document Changes – Documents will be revised to reflect the changes in the Iowa-80 Beef Program quality policy and objectives, market conditions, regulatory requirements, and general business environment. A document change follows the same steps as document development. Approval is given once all suggested changes and comments have been considered.

All significant document changes shall be submitted to USDA/AMS ARC Branch for approval prior to distribution and implementation.

4.2 Document Control

Master Copies – The Program Manager shall maintain a master copy of documents issued by the Iowa-80 Beef program, including Level 1–Quality Manual, Level 2–Standard Operating Procedures Manual, Level 3–Quality Procedures Manual, program forms, flow diagrams, records, and reports.

Issued Documents – New or revised program documents shall be listed on a master document list by date of issue, revision number (if applicable), and distribution list.

Revised Documents – Reissued documents consisting of individual or multiple pages replace and supersede existing documents. Documents containing revisions shall be re-issued and have the re-issue date prominently displayed.

Superseded Documents – Quality documents that have been replaced shall be destroyed to prevent unintentional use.

Industry Standards – Standards used for quality reference purposes shall be identified and maintained as current and superseded editions and reviewed by management as part of the annual Quality System audit and review.

USDA Process Verified Program Promotional Materials – Refer to *QP910-001*.

CONTROL OF QUALITY DOCUMENTS - *QP423-001 (cont.)*

5.0 REFERENCE DOCUMENTS

PVP Cross-Reference Table: Quality Documents

Quality Document	Current Issue Date
Level 1 – Quality Manual	
Level 2 – Standard Operating Procedures Manual	
Level 3 – Quality Procedures Manual	

PVP Cross-Reference Table: Documented Procedures

QS Clause No.	USDA Clause No.	Quality Procedure (QP)	Quality Procedure No.
4.23	1.2.3	Control of Quality Documents*	QP423-001
4.24	1.2.4	Control of Quality Records*	QP424-001
6.22	3.2	Training Procedure*	QP622-001
7.41		Supplier Evaluations (Purchasing Process)	QP741-001
7.43	4.5.1	Verification of Purchased Product*	QP743-001
7.53	4.6.3	Identification and Traceability*	QP753-001
8.22	5.2.2	Internal Audits*	QP822-001
8.30	5.3	Control of Nonconforming Product*	QP830-001
8.52	5.5.2	Corrective Action*	QP852-001
8.53	5.5.3	Preventative Action*	QP853-001
9.1	6.1	Control of Promotional Material*	QP910-001

*Required Under USDA ARC 1001 Procedure (4-16-04)

CONTROL OF QUALITY DOCUMENTS - *QP423-001 (cont.)*

Iowa-80 Beef Program Standard Operating Procedures Master List

SOP No.	Program Area / SOP Title
1	Livestock Management o Employee Training o Cow Herd Management (Angus Sire Information) o Calf Management from Birth through Weaning o Calf Management from Weaning through Backgrounding/ Conditioning (if applicable) o Calf Management from Weaning to Feedlot or from Backgrounding/Conditioning to Feedlot o Fed Cattle Management from Feedlot to Harvest Facility o Receiving at Harvest Facility to Processing/Fabrication/Delivery
2	Animal Identification
3	Identification of Live Animal Preventative Actions, Nonconformance Practices, and Corrective Actions o Preventative Actions o Nonconformance Practices o Corrective Actions
4	Identification of Carcass Preventative Actions, Nonconformance Practices, and Corrective Actions o Preventative Actions o Nonconformance Practices o Corrective Actions
5	Live Animal Slotting Guidelines
6	Training of Packing/Processing Company Management, Supervisors, and Employees
7	Identifying/Receiving Iowa-80 Beef Slaughter Cattle at the Packing/Processing Company
8	Identification/Marking of Iowa-80 Beef Carcasses at the Packing/Processing Company
9	Processing Procedures for Iowa-80 Beef Carcasses at the Packing/Processing Company

CONTROL OF QUALITY RECORDS - *QP424-001*

1.0 PURPOSE

This procedure defines the system in use for the identification, collection, indexing, accessing, filing, storage, maintenance, and disposition of quality records.

2.0 SCOPE

This procedure applies to all quality records required under USDA PVP ARC 1001 Procedures; relevant local, state, and federal laws and regulations; customer specifications; and the Iowa-80 Beef Program's recordkeeping policy.

3.0 RESPONSIBILITY

3.1 The Program Manager is responsible for overseeing the control of quality records such that they are properly identified, collected, indexed, filed, stored, maintained, and accessible in accordance with this procedure. Quality records can be in either electronic or paper format.

3.2 The Program Manager is responsible for maintaining and updating the required Quality Record Index (see page 11 of this procedure).

3.3 Program participants who complete forms that become records are responsible for filling in the required information accurately and legibly.

3.4 Program participants who prepare and collect quality records are responsible for ensuring that they are forwarded to the appropriate individual or office for maintenance as quality records.

3.5 Program participants who maintain quality records are responsible for ensuring that they are indexed and filed in a manner appropriate to the type of record, that they are readily retrievable, that they are maintained for the minimum retention time of three years as defined by Iowa-80 Beef Program policy or longer as defined by other contractual obligation, regulatory requirements, and generally recognized and accepted industry standard, which ever is longest in duration.

CONTROL OF QUALITY RECORDS - *QP424-001 (cont.)*

3.6 Program participants who maintain quality records are responsible for destroying the records after the minimum retention period (three years) expires. Records must not be destroyed earlier than the beginning of the quarter following their expiration but can be destroyed at any time thereafter. Records may be retained longer than the minimum retention period.

4.0 PROCEDURE

4.1 Records to be maintained shall be filled out in relevant areas by designated employees and reviewed for accuracy by a supervisor, after which the completed record is filed in the designated quality record location.

4.1.1 The required Quality Record Index is a list of process and product records required by USDA PVP and Iowa-80 Beef program policy. The list contains the applicable PVP clause, quality record name, index, record location, and minimum retention period.

4.1.2 Supplier quality records are controlled using the same system as all other quality records.

4.2 Quality records are prepared in accordance with the procedures from which they are generated.

4.3 A form used to record pertinent receiving, storage, processing, fabricating, and delivery activities becomes a quality record after it is completed. The program participant responsible for completing the record will store it electronically or in paper form and/or forward an electronic copy or paper original to the appropriate record holder or office for filing, whichever method it currently in use.

4.4 Individuals responsible for maintaining quality records determine the method of filing and indexing.

4.5 Quality records are filed in a manner appropriate to the type of record and its use. Quality records can be in either electronic or paper format. Electronic records need to have the file in which they reside periodically backed up. Paper records are filed in filing cabinets, file drawers, or three-ring binders.

CONTROL OF QUALITY RECORDS - *QP424-001 (cont.)*

4.6 Iowa-80 Beef Program policy requires that quality records be maintained for a minimum of three years. However, records must be retained as required by contractual obligation, regulatory requirements, or generally recognized and accepted industry standard, whichever is of the longest duration.

4.7 Quality records must be disposed of at the location where they are maintained.

4.8 Employees and/or supervisors responsible for collecting and maintaining records have access to those records unless otherwise specified.

4.9 Quality records shall be made available to customers, if contractually specified, within five business days.

4.10 Changes to Records

4.10.1 If a change needs to be made to a quality record, such as correcting an inaccurate data entry, the change shall be indicated by lining through the inaccurate information, writing the correction in the margin next to the change, and dating and initialing the change.

4.10.2 Changes to original information contained in inspection reports, certificates of analysis, or test results may only be made by the originator of the record.

4.10.3 Replacement records must be identified as such showing the original date, date of replacement, reason for replacement, and initialing next to the date of replacement.

4.10.4 The Program Manager distributes new and/or revised record forms to appropriate program participants electronically, by fax, by U.S. Postal Service, or in person.

4.11 Monitoring of Records

Field Managers conduct regular reviews (at twice per year) of participating locations, including the monitoring of the effectiveness of quality record maintenance (preservation) and control (accessibility) practices. Program-approved auditors conduct annual audits of participating locations including the monitoring of the effectiveness of quality record maintenance and control practices.

CONTROL OF QUALITY RECORDS - *QP424-001 (cont.)*

5.0 REFERENCE DOCUMENTS

PVP Cross-Reference Table: Quality Records Index

Item No.	USDA (QS) Clause	Record Description	Record Holder	Record Type
3.0	**Records**			
3.1	2.6.1 (5.6)	Management Reviews*	Program Manager	Paper and electronic
3.2	3.2 (6.2.2)	Human Resources – Competence, Awareness, and Training*	Management, Program Manager, Livestock Production Managers, and Managers and Supervisors at all program levels	Paper and electronic
3.3	4.2 (7.1)	Planning of Product Realization*	Program Manager	Paper and electronic
3.4	4.3.2 (7.2.2)	Review of Requirements Related to the Product*	Program Manager	Paper and electronic
3.5	4.4.2 (7.3.2)	Design and Development Inputs	Program Manager	Paper and electronic
3.6	4.4.4 (7.3.4)	Design and Development Review	Program Manager	Paper and electronic
3.7	4.4.5 (7.3.5)	Design and Development Verification	Program Manager	Paper and electronic
3.8	4.4.6 (7.3.6)	Design and Development Validation	Program Manager	Paper and electronic
3.9	4.4.7 (7.3.7)	Control of Design and Development Changes	Program Manager	Paper and electronic
3.10	4.5.1 (7.4.1/7.4.3)	Receiving Process (2)*	Program Manager, Participants	Paper and electronic
3.11	4.6.3 (7.5.3)	Identification and Traceability*	Program Manager, Participants at all levels	Paper and electronic
3.12	4.6.4 (7.5.4)	Customer Property	**Not Applicable**	---
3.13	4.7 (7.6)	Control of Monitoring and Measuring Devices*	Program Manager	Paper and electronic
3.14	5.2.1 (8.2.1)	Customer Satisfaction*	Program Manager	Paper and electronic
3.15	5.2.2 (8.2.2)	Internal Audit*	Program Manager	Paper and electronic
3.16	5.2.4 (8.2.4)	Monitoring and Measurement of Process and Product*	Program Manager	Paper and electronic
3.17	5.3 (8.3)	Control of Nonconforming Product*	Program Manager, Participants at all levels	Paper and electronic
3.18	5.5.2 (8.5.2)	Corrective Action*	Program Manager, Participants at all levels	Paper and electronic
3.19	5.5.3 (8.5.3)	Preventative Action*		

*Required Under USDA ARC 1001 Procedure (4-16-04).

CONTROL OF QUALITY RECORDS - *QP424-001 (cont.)*

List of Record Forms

Form Number/Name		Level
Form 1.	Iowa-80 Beef Process Verified Program Participant Agreement	2
Form 2.	Iowa-80 Beef Producer Contact Information and On-Site Organizational Structure	2
Form 3.	Iowa-80 Beef Training Log	2
Form 4.	Iowa-80 Beef Employee Training Record	2
Form 5.	Iowa-80 Beef Log of Registered Angus Sires	2
Form 6.	Iowa-80 Beef Individual Animal Identification	2
Form 7.	Iowa-80 Beef Calf Registration Form	2
Form 8.	Iowa-80 Beef Feeder Calf Delivery Sheet and Certification	2
Form 9.	Iowa-80 Beef Feed Production Record	2
Form 10.	Iowa-80 Beef Feed Receiving Record	2
Form 11.	Iowa-80 Beef Slotting List for Estimated Slaughter	2
Form 12.	Iowa-80 Beef Cattle Final Slotting Schedule	2
Form 13.	Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification	2
Form 14.	Iowa-80 Beef Producer Internal Review Report	3
Form 15.	Iowa-80 Beef Packer/Processor Internal Review Report	3
Form 16.	Iowa-80 Beef List of Approved Producers	3
Form 17.	Iowa-80 Beef List of Approved Packing and Processing Facilities	3
Form 18.	Log of Customer-Reported Nonconformances	3
Form 19.	USDA Process Verification Documentation Checklists	3

TRAINING OF PERSONNEL – *QP622-001*

1.0 PURPOSE

This procedure establishes and defines the protocol for the training of program participants—management, employees, packers/processors, livestock production staff—to be made aware of all program requirements specified under the USDA PVP and the Iowa-80 Beef Program Quality System.

2.0 SCOPE

This procedure applies to all Iowa-80 Beef Program participants.

2.1 Definitions

2.1.1 On-the-Job Training: Training that is provided within the work environment.

2.1.2 Employee Training Record: A form containing information relating to specific training performed for employees (*Form 3. Iowa-80 Beef Training Log* and *Form 4. Iowa-80 Beef Employee Training Record).*

3.0 RESPONSIBILITY

3.1 The Iowa-80 Beef Field Managers and Program Manager are responsible for overseeing the training of Livestock Production Managers. The Program Manager will provide the program training materials for participants' employees.

3.2 Livestock Production Managers and packing/processing facility management are responsible for overseeing that employee training is being conducted according to Iowa-80 Beef Program procedures. Additionally, Livestock Production Managers and packing/processing facility trainers are responsible for determining the specific training needs of the employees.

TRAINING OF PERSONNEL – *QP622-001 (cont.)*

3.3 Production site and packing/processing facility employees are responsible for performing work activities as trained. Employees can be full-time, part-time, temporary, or contract.

3.3 Livestock Production Managers and packing/processing facility management are responsible for the administration of training records.

4.0 PROCEDURE

4.1 Personnel Selection (Hiring)
Selection (hiring) of managers, supervisors, and employees is based on relevant education, experience, ability to perform the job correctly, and mandatory regulatory requirements.

4.2 Training
Training will occur on two levels as follows.

4.2.1 Current Livestock Production Managers, Packing/Processing Managers, and Employees: Livestock Production Managers, Packing/Processing Managers, and all employees receive training in USDA PVP requirements, the specifications for the Iowa-80 Beef Program, product requirements, the records and production practices necessary to meet these specifications, and specific job responsibilities. Training will be provided to all current full-time, part-time, and occasional employees.

4.2.2 New Employee Training (full-time, part-time, temporary or other): All new hires receive training on specific job responsibilities, product specifications, USDA PVP requirements, and Iowa-80 Beef Program quality policy and objectives. Training will be provided to all new full-time, part-time, and occasional employees.

5.0 REFERENCE DOCUMENTS

The Iowa-80 Beef USDA Process Verified Program: Introduction (PowerPoint Presentation)
The Iowa-80 Beef USDA Process Verified Program: Training (PowerPoint Presentation)
Program Compliance Checklist for the Iowa-80 Beef Program
Iowa-80 Beef Process Descriptions
Form 1. Iowa-80 Beef Process Verified Program Participant Agreement
Form 2. Iowa-80 Beef Producer Contact Information and On-Site Organizational Structure
Form 3. Iowa-80 Beef Training Log
Form 4. Iowa-80 Beef Employee Training Record
Form 14. Iowa-80 Beef Producer Internal Review Report
Form 15. Iowa-80 Beef Packer/Processor Internal Review Report

SUPPLIER EVALUATION AND SELECTION (PURCHASING PROCESS) – *QP741-001*

1.0 PURPOSE

This procedure defines the method being used to evaluate and select suppliers of products that can potentially affect the quality of Iowa-80 Beef Program products. The four types of suppliers for the Iowa-80 Beef program are shown below.

Type of Supplier	Product/Service Provided
Cow/Calf Producer	Raw materials
Conditioners/Backgrounders/Feedlots	Raw materials
Feed Mills	Feed
Harvest Facilities	Harvest and processing services

2.0 SCOPE

This procedure applies to the evaluation, selection, and reevaluation of suppliers based on their ability to meet applicable Iowa-80 Beef Program specifications. The type and extent of control applied to suppliers depends on the potential impact on final product quality and the proven capability of suppliers including supplier history (sample analysis and records).

3.0 RESPONSIBILITY

The Program Manager is responsible for the evaluation, selection, and periodic reevaluation of live cattle and packing/processing service suppliers. Qualified ISO auditors are responsible for annual internal audits. Field Managers are responsible for conducting internal reviews of each participant at least twice per year.

4.0 PROCEDURE

4.1 The Iowa-80 Beef Field Manager or the Program Manager meets with each potential supplier to discuss Iowa-80 Beef Program specifications and the "The Iowa-80 Beef USDA Process Verified Program: Introduction" (PowerPoint Presentation). A potential supplier of calves or fed cattle is asked to complete the Iowa-80 Beef Program Compliance Checklist, either ahead of this meeting or at this meeting. A potential supplier of packing/processing services is asked about the harvest facility and goodness of fit with the Iowa-80 Beef program. Face-to-face or telephone follow-up is provide to answer questions and/or to clarify program specifications.

SUPPLIER EVALUATION & SELECTION (PURCHASING PROCESS) – *QP741-001 (cont.)*

4.2 If the results from step 4.1 are satisfactory and the supplier wishes to participate in the program, the supplier is asked to complete the document "Iowa-80 Beef Program Process Descriptions" to describe current production methods in more detail so the supplier and program staff can determine whether changes will be required to quality for the program. The supplier is given "The Iowa-80 Beef USDA Process Verified Program: Training" (PowerPoint Presentation).

4.3 Suppliers' facilities are visited by a Field Manager and by approved program auditors. Supplier facilities are evaluated based on efficacy of production processes and their ability to consistently provide products and/or services that meet Iowa-80 Beef Program specifications. Following any visit to a supplier, a written summary of the visit is completed by the Field Manager and filed in that supplier's file at the Iowa-80 Beef program office. Internal reviews are recorded on *Form 14. Iowa-80 Beef Producer Internal Review Report* and *Form 15. Iowa-80 Beef Packer/Processor Internal Review Report*. Internal audits are reported on *Form 19. USDA Process Verification Documentation Checklists.*

4.4 If the results from step 4.1 through 4.3 are satisfactory, the supplier may be approved. At this point, raw materials and/or services may be purchased from the supplier.

4.5 Suppliers failing to consistently meet specifications will be placed under probationary or unapproved status. It will be the responsibility of the supplier to provide a plan of corrective action and supporting analytical data to regain approved status. Suppliers classified as unapproved will be reevaluated by the appropriate sections of this procedure when seeking to regain approval status.

4.6 The Program Manager maintains a list of approved suppliers and packers/processors on *Form 16. Iowa-80 Beef List of Approved Producers* and *Form 17. Iowa-80 Beef List of Approved Packing and Processing Facilities.*

SUPPLIER EVALUATION & SELECTION (PURCHASING PROCESS) – *QP741-001 (cont.)*

4.7 Supplier evaluation procedure descriptions follow.

Cow/Calf Producer; Conditioner/Backgrounder; and/or Feedlot Supplier Evaluation Procedure

- Initial site visit to potential supplier by Field Manager to discuss program specifications and complete "Program Compliance Checklist for the Iowa-80 Beef Project."
- Potential supplier is given "The Iowa-80 Beef USDA Process Verified Program: Introduction" (PowerPoint Presentation).
- Face-to-face or telephone follow-up to answer questions.
- Potential supplier is given "The Iowa-80 Beef USDA Process Verified Program: Training" (PowerPoint Presentation).
- Potential livestock supplier completes "Iowa-80 Beef Program Process Descriptions" to provide information on current production system and records.
- ISO-qualified auditor conducts preliminary audit of potential supplier's records and production methods.
- If ISO-level audit is successful, the supplier is approval as an Iowa-80 Beef Program supplier. Supplier submits signed *Form 1. Iowa-80 Beef Process Verified Program Participant Agreement* to indicate understanding of the program specifications and agreement to participate.
- Ongoing evaluation occurs through scheduled internal reviews by Field Managers and through scheduled internal audits by ISO-qualified auditors.

Packing/Processing Facilities Supplier Evaluation Procedure

- Initial site visit to potential supplier by Field Manager to discuss program specifications and complete "Program Compliance Checklist for the Iowa-80 Beef Project."
- Potential supplier is shown "The Iowa-80 Beef USDA Process Verified Program: Introduction" (PowerPoint Presentation).
- Face-to-face or telephone follow-up to answer questions.
- Potential supplier is given "The Iowa-80 Beef USDA Process Verified Program: Training" (PowerPoint Presentation).
- ISO-qualified auditor conducts preliminary audit of potential supplier's records and production methods.
- If ISO-level audit is successful, approval as Iowa-80 Beef Program supplier. Supplier submits signed *Form 1. Iowa-80 Beef Process Verified Program Participant Agreement* to indicate understanding of the program specifications and agreement to participate.
- Ongoing evaluation occurs through scheduled internal reviews by Field Managers and through scheduled internal audits by ISO-qualified auditors.

SUPPLIER EVALUATION & SELECTION (PURCHASING PROCESS) – *QP741-001 (cont.)*

5.0 REFERENCE DOCUMENTS

Program Compliance Checklist for the Iowa-80 Beef Program
Iowa-80 Beef Program Process Descriptions
The Iowa-80 Beef USDA Process Verified Program: Introduction (PowerPoint Presentation)
The Iowa-80 Beef USDA Process Verified Program: Training (PowerPoint Presentation)
Form 1. Iowa-80 Beef Process Verified Program Participant Agreement
Form 14. Iowa-80 Beef Producer Internal Review Report
Form 15. Iowa-80 Beef Packer/Processor Internal Review Report
Form 16. Iowa-80 Beef List of Approved Producers
Form 17. Iowa-80 Beef List of Approved Packing and Processing Facilities
Form 19. USDA Process Verification Documentation Checklist

VERIFICATION OF PURCHASED PRODUCT– *QP743-001*

1.0 PURPOSE

This procedure defines the methods used to verify that incoming raw materials and/or services comply with applicable Iowa-80 Beef Program specifications.

2.0 SCOPE

This procedure applies to raw materials and/or services being received within the Iowa-80 Beef Program for subsequent use in livestock production, harvesting, and beef processing activities.

3.0 RESPONSIBILITY AND PROCEDURE

It is the responsibility of designated program participants to ensure that raw materials and/or services being received meet applicable Iowa-80 Beef Program specifications.

4.0 PROCEDURE

Receiving logs or other similar records are used to monitor and measure the compliance of suppliers' products and services.

4.1 Designated participants shall have an adequate understanding of Iowa-80 Beef Program specifications for which they are responsible during receiving activities.

4.2 Incoming raw materials and/or services found to be unacceptable are handled according to QSP-830-01 “Control of Non-Conforming Product.”

4.3 Purchasing activities are carried out in accordance with this procedure. All purchasing documents contain data that clearly describe the product or service ordered. Purchasing information includes requirements for approval, Quality System requirements, and/or requirements for qualification of personnel where appropriate.

5.0 REFERENCE DOCUMENTS

Delivery receipts for mixed feed delivered to the farm (if applicable)
Form 6. Iowa-80 Beef Individual Animal Identification
Form 7. Iowa-80 Beef Calf Registration Form
Form 8. Iowa-80 Beef Feeder Calf Delivery Sheet and Certification
Form 10. Iowa-80 Beef Feed Receiving Record
Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification

IDENTIFICATION AND TRACEABILITY – *QP753-001*

1.0 PURPOSE

This procedure defines the method used by the Iowa-80 Beef Program to ensure that all products are properly identified throughout product realization and delivery phases to enable traceability, should a recall become necessary.

2.0 SCOPE

This procedure applies to all stages of receiving, storage, transport, harvesting, processing, fabrication, packaging, labeling, and order fulfillment.

3.0 RESPONSIBILITY

3.1 It is the responsibility of the Program Manager, Field Managers, Packing/Processing Facility Managers, and Livestock Production Managers to ensure that "Verification of Purchased Product" procedures are being followed. Documentation of program specifications for all cattle presented for harvest can be tracked via *Form 6. Individual Animal Identification* (or equivalent computer records). All program participants are responsible for following correct procedures as defined by this procedure and application sections of the quality manual.

3.2 Approved managers of packing and processing facilities are responsible for identification and storage of incoming raw materials following "Verification of Purchased Product" procedure and application sections of Level 3–Quality Manual.

4.0 PROCEDURE

4.1 Receiving – After verification that cattle meet purchasing specifications for the Iowa-80 Beef program *Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification* and related shipping documents such as scale weight slips and bill-of-lading are placed in the supplier's file.

4.2 Processing – In-process raw materials and/or fabricated beef are identified by a work order. Beef and beef products are traceable back to source-origin using inventory and daily product utilization records.

4.3 Non-conforming Product – In-process beef and beef products found to be nonconforming are identified and handled according to QP-830-001 "Control of Non-Conforming Product." Nonconforming product is clearly identified by a "HOLD" tag and held in refrigerated storage in a manner that prevents commingling with conforming product.

IDENTIFICATION AND TRACEABILITY – *QP753-001 (cont.)*

4.4 Finished inventory – All finished product inventory located in refrigerated storage is identified by lot number and individual animal identification number. Finished product can be traced back to production using the lot number and individual animal identification number.

4.5 Order Fulfillment and Shipping – Customer orders to be loaded for shipping are reflected on delivery tickets prepared by the packing/processing company.

5.0 REFERENCE DOCUMENTS

Form 6. Individual Animal Identification
Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification
Scale weight slips
Bills of lading
Invoices
Final Inspection Log (Amend Packing Company)
Daily work orders (Amend Packing Company)
Carcass tags (Amend Packing Company)
Box and package labels (Amend Packing Company)

INTERNAL AUDITS – *QP822-001*

1.0 PURPOSE

This procedure defines the steps being followed for internal evaluation of the Iowa-80 Beef Program's Quality System to determine whether defined activities comply with specified requirements, and to determine overall effectiveness of the Quality System in achieving quality objectives.

2.0 SCOPE

This procedure applies to internal auditing of the Quality System at Iowa-80 Beef Program participating facilities and affiliated locations.

3.0 RESPONSIBILITY

3.1 The Program Manager is responsible for the following activities.

- Ensuring that internal reviews and audits are established and conducted on a routine basis.
- Reviewing internal review audit reports to determine the validity of audit findings.
- Reaching a consensus on corrective action plans to resolve non-compliance findings.
- Communicating audit results and trends to Iowa-80 Beef program Management during management review meetings.

3.2 The Program Manager is responsible for the development of audit checklists and audit forms, tracking audit closure, and distributing and filing audit reports.

3.3 Field Managers are responsible for conducting internal reviews.

3.4 ISO-qualified auditors are responsible for conducting internal audits.

3.5 Iowa-80 Beef Program Management are responsible for reviewing audit reports during management reviews. Iowa-80 Beef Program Management are responsible for ensuring that all activities that are taking place comply with the Quality System and for ensuring appropriate corrective action(s) for noncompliance events identified by audit findings are implemented.

4.0 PROCEDURE

4.1 At least once per year, an internal audit of all quality activities is to be conducted by an ISO-qualified auditor. At least two times per year, internal reviews of specific process areas and functions are conducted by Field Managers.

4.2 Auditors and audits fulfill the description outlined in “Iowa-80 Beef Auditor Description and Audit Information” (page 24).

INTERNAL AUDITS – *QP822-001 (cont.)*

4.0 PROCEDURE (cont.)

4.2 Internal Review – The internal review report contains the following information.
- facility/location name
- date of review
- name of reviewer
- all findings, including observations that could lead to relevant findings
- a conclusion by the reviewer as to the general state of compliance at the reviewed facility
- any findings requiring urgent attention

4.3 Internal Audit Report – The internal audit report contains the following information.
- facility/location audited
- date of the audit
- name of auditor
- summary of results from the audit form
- observations and findings from the audit
- observations that could lead to relevant findings
- a conclusion by the auditor as to the general state of compliance at the audited facility
- any findings requiring urgent attention should also be noted in the audit report

4.4 Internal Audit Review and Closure – Affected facility/location managers, supervisors, and employees review the audit report and any proposed corrective actions with the auditor as soon as possible after the audit is performed. The audit report is reviewed for clarity and completeness, and to determine the validity of proposed findings, and the need for associated proposed corrective actions. For audit reports with findings, the responsible Field Manager attends the review meeting and a corrective action plan acceptable to all parties is developed. An audit report with findings is considered closed when the appropriate corrective actions are generated, entered into their respective systems, and referenced on the audit report.

4.5 Internal review and internal audit results are reported and discussed during scheduled management review meetings to ensure appropriate actions were taken.

Iowa-80 Beef Auditor Description and Audit Information

The Iowa-80 Beef Process Verified Program will be audited annually by USDA auditors. These auditors will check records and procedures used by program management, producers, and packers/processors. If major nonconformances are found, USDA may require additional audits of individual producers or processors. In addition to USDA audits, internal audits of each Iowa-80 Beef producer and slaughterer/processor will be performed at least once per year and internal reviews will be performed at least twice per year. If major nonconformances are found, Iowa-80 Beef Program Management may require additional audits and/or internal reviews of individual producers or packers/processors. All audits and reviews will be announced and scheduled.

Auditor Description

USDA policies set out the following principles for auditors who meet ISO Standards and are qualified to audit Iowa-80 Beef program participants.

Principles for auditors:

(a) Ethical conduct: trust, honesty, confidentiality, and discretion
(b) Fair presentation: obligation to report truthfully and accurately
(c) Due professional care: application of diligence and judgment in auditing

Principles for audits:

(a) Independence: impartiality and objectivity; free from bias and conflict of interest
(b) Evidence-based: audit evidence is clearly verifiable.

Auditors must not have direct or indirect ownership of the farm/ranch being audited and must not have direct or indirect ownership of the cattle that are participating in the program.

Farm/Ranch Profiles

The following list shows examples of information auditors may request to verify whether a farm/ranch produced the calves entered in the Iowa-80 Beef Process Verified Program. The profile includes confidential information that should not be removed or copied during the audit process. USDA and Iowa-80 Beef Program internal auditors will use the information to prove the validity of the age, source, sire, days on feed, and ration claims for the animal(s) presented for inclusion in the program.

- Description of the legal status of the supplier
- Maps and/or legal descriptions of specific locations where animals are maintained
- Number of acres
- Feeding practices
- Number of breeding stock
- Purchase of outside stock
- Breeding methods and seasons
- Birthing seasons
- Name of veterinarians
- Identification of animals (group identification or individual identification)
- Transfer of animals to an approved backgrounder/conditioner/feedlot or slaughter facility
- Documented procedures specific to the ranch or farm that address all program requirements
- Records to support the farm and ranch profile

Note: All Iowa-80 Beef program documents and records must be retained for a minimum of three years.

INTERNAL AUDITS – *QP822-001 (cont.)*

Iowa-80 Beef PVP Audit Schedule

- Internal Reviews – Conducted at least twice per year for livestock producers (once during calving season and once during breeding season for cow/calf producers; once during the second and fourth quarters for backgrounders/conditioners/feedlots as scheduled with each livestock producer) and at least twice per year for packing/processing facilities (once during the first and third quarters of each year, as scheduled with packing/processing facility management).

- Internal Audits – Conducted once annually. Internal audits for live animal suppliers will occur shortly before or shortly after weaning. Internal audits for suppliers of packing/processing services will occur during the second quarter of each year.

- USDA Audits – At least once per year, or as required by USDA staff. USDA staff will schedule these audits based on staff availability.

5.0 REFERENCE DOCUMENTS

All records and documents relating to verification of Iowa-80 Beef program specifications
Form 14. Iowa-80 Beef Producer Internal Review Report
Form 15. Iowa-80 Beef Packer/Processor Internal Review Report
Form 19. USDA Process Verification Documentation Checklists

CONTROL OF NONCONFORMING PRODUCT – *QP830-001*

1.0 PURPOSE

This procedure defines the steps for ensuring that animals, beef, and beef products not conforming to applicable Iowa-80 Beef Program specifications are prevented from entering into acceptable inventory and/or finished product.

2.0 SCOPE

This procedure applies to all nonconforming animals, raw materials, and products detected during or subsequent to the receiving process and ensures that nonconforming animals, raw materials, and products are properly identified, documented, and segregated from conforming raw materials and products so as to prevent commingling or use, and that disposition is controlled and documented.

3.0 RESPONSIBILITY

3.1 All Iowa-80 Beef Program participants are responsible for reporting nonconformances immediately upon discovery.

3.2 Field Managers and Livestock Production Managers are responsible for evaluating live animal nonconformances to determine whether corrective action is plausible, or to determine the appropriate method of disposition. Unresolved questions about nonconformances are referred to the Program Manager.

3.2 The Program Manager is responsible for notifying customer(s) affected by nonconformances discovered during product realization or after delivery of beef and/or beef products has occurred.

4.0 PROCEDURE

4.1 Identification and Segregation

4.1.1 Affected program participants shall immediately notify the Program Manager when animals, beef, or beef products are determined to be nonconforming during product realization and/or delivery phases. All nonconforming product shall be adequately identified and segregated from compliant product until either reuse or disposition is determined.

4.2 Disposition

4.2.1 The Program Manager is typically responsible for determining appropriate action(s) to be taken for nonconformances.

CONTROL OF NONCONFORMING PRODUCT – *QP830-001 (cont.)*

4.0 PROCEDURE

4.2 Disposition

4.2.2 If nonconforming product is detected after delivery to a customer location, appropriate action shall be taken to address customer concerns and requested remedies.

5.0 REFERENCE DOCUMENTS

Form 6. Iowa-80 Beef Individual Animal Identification
Form 8. Iowa-80 Beef Feeder Calf Delivery Sheet and Certification
Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification
Form 18. Log of Customer-Reported Nonconformances

CORRECTIVE AND PREVENTATIVE ACTION – *QP852-001 and QP853-001*

1.0 PURPOSE

This procedure defines the actions taken for implementing corrective and preventative actions implemented by Iowa-80 Beef Program participants.

2.0 SCOPE

This procedure applies to corrective and preventative actions taken to eliminate actual or potential nonconformities in products or processes within the Iowa-80 Beef Program's Quality System.

3.0 RESPONSIBILITY

All Iowa-80 Beef Program participants and Iowa-80 Beef staff are responsible for the following.

- Coordinating the investigation of products and processes needing corrective or preventative action.
- Validating that corrective or preventative actions taken are effective.
- Ensuring that corrective and preventative action documentation accurately reflects related activities and is properly completed and maintained.

4.0 PROCEDURE

4.1 Corrective Action

4.1.1 Customer Complaints. All customer complaints are to be graciously received and addressed in a positive, professional, timely manner. A proactive team approach shall be employed to assure that each complaint is properly resolved and documented, and that appropriate processes are evaluated for necessary improvements to prevent recurrence of the problem.

Steps taken to resolve a customer complaint include the following.

- Inform affected project team members of the complaint.
- Investigate the complaint.
- Obtain and record pertinent information relating to the complaint.
- Evaluate Quality System processes and internal controls to determine if any improvements are needed to prevent recurrence of the problem that resulted in the complaint.
- Maintain open communication with the appropriate sales person and/or customer, as appropriate.
- Retain pertinent documents.

CORRECTIVE AND PREVENTATIVE ACTION – *QP852-001 and QP853-001 (cont.)*

4.0 PROCEDURE (cont.)

4.1.2 Supplier-Caused Nonconformity. When a product is determined to be out of compliance with the characteristics as defined by purchasing specifications and is caused by the supplier, all information necessary to performing an effective investigation of the root cause shall be documented including, at a minimum, the following.

- Purchase Order Number.
- Description of nonconformance.
- Supporting evidence and documents.
- Samples of the nonconforming product, if applicable.

Method of transmitting corrective action to suppliers includes the following.

- Email.
- Phone.
- Fax.
- Mail.

4.1.3 Internally Caused Nonconformity. When the cause of product nonconformity has been determined to be internal to the livestock production facility, the Field Manager and affected program participants shall investigate and take appropriate action to eliminate the cause.

- The Field Manager documents the root cause of the nonconformity and corrective actions recommended.
- Review of activity and related process(es) shall be conducted to determine the need for revision of relevant procedure(s).

4.1.4 Packer/Processor Caused Nonconformity. When the cause of product nonconformity has been determined to be internal to the packing/processing facility, the Field Manager and affected program participants shall investigate and take appropriate action to eliminate the cause.

- The Field Manager documents the root cause of the nonconformity and corrective actions recommended.
- Review of activity and related process(es) shall be conducted to determine the need for revision of relevant procedure(s).

4.1.5 Review of Corrective Action. Corrective actions taken on livestock production facilities will be reviewed for effectiveness by affected program participants and verified by the Field Manager.

CORRECTIVE AND PREVENTATIVE ACTION – *QP852-001 and QP853-001 (cont.)*

4.1.6 Records of Corrective Action. The Program Manager has the overall responsibility for control of corrective action records, typically maintained in the following activity files:

- Product investigation.
- Customer complaints.
- Disposition evaluation.
- Internal review reports that identify nonconformities.
- Internal audit reports that identify nonconformities.
- Follow-up internal review and/or audit reports that verify the effectiveness of actions taken.
- Product inspection records.

4.2 Preventative Action

4.2.1 Determining Potential Nonconformances. Internal reviews and audits are performed to evaluate the effectiveness of processes and procedures. Observations made during internal reviews and audits are used to determine when and where potential nonconformances might occur. An internal review or internal audit report shall provide the affected program participants with recommendations for appropriate preventative action(s).

4.2.2 Evaluating the Need for Preventative Action. Appropriate preventative action(s) is determined by what effect the potential nonconformance might have on the product conformity and overall performance. Iowa-80 Beef Program Livestock Production Managers and Packing/Processing Facility Managers shall perform this evaluation with assistance from Field Managers as required.

4.2.3 Determining and Implementing Action Needed. Preventative action is needed when the process or procedure might bring about an adverse effect on the following.

- Product conformity.
- Product specification.
- Product traceability.
- Customer requirements.

CORRECTIVE AND PREVENTATIVE ACTION – *QP852-001 and QP853-001 (cont.)*

4.2.4 Records of Results of Actions Taken. For livestock production facilities, the Field Manager shall maintain preventative action records as required. Dependent upon the difficulty of the processes or procedure, records shall consist of, but not necessarily be limited to, the following.

- Internal review reports that identify the need for preventative action.
- Internal audit reports that identify the need for preventative action.
- Follow-up internal review and/or audit reports that verify the effectiveness of actions taken.
- Product inspection records.

4.2.5 Verification of Preventative Action Taken. A review of preventative actions will be conducted by the affected program participants subsequent to any changes in processes or procedures that affect product quality or performance. The review will determine whether the change has resulted in the desired effect. If the desired effect has not been obtained, the new process will be reviewed again to determine potential nonconformities. This procedure shall continue until the desired effect has been realized.

5.0 REFERENCE DOCUMENTS

Form 14. Iowa-80 Beef Producer Internal Review Report
Form 15. Iowa-80 Beef Packer/Processor Internal Review Report
Form 18. Log of Customer-Reported Nonconformances
Form 19. USDA Process Verification Documentation Checklists
Email, mailed correspondence, phone logs
Records of product investigation, customer complaints, disposition evaluation

CONTROL OF PROMOTIONAL MATERIAL – *QP910-001*

1.0 PURPOSE

This procedure defines the proposed method(s) for managing the appropriate use of approved USDA Process Verified Program promotional (and advertising) material. The specific areas of responsibility covered by this procedure include the following.

- Accurate representation of specified Process Points.
- Direct association of USDA shield and/or declaration with clearly defined Process Points.
- Proper use and control of USDA shield and/or declaration on all materials.

2.0 SCOPE

This procedure applies to all approved USDA PVP promotional and advertising material created by the Iowa-80 Beef Program Quality System as an integral component of the overall program.

3.0 RESPONSIBILITY

The Program Manager provides the necessary oversight for all USDA promotional and advertising material.

4.0 PROCEDURE

4.1 Control and Oversight of Promotional Materials

4.1.1 All information provided in promotional materials must be accurate. No claims should be made that have not been verified by USDA.

4.1.2 All proposed promotional materials must be submitted for review and subsequent approval, if the following conditions are met.

- Promotional material accurately represents the process points verified by USDA.
- Process verification designation is directly linked to the processes (i.e., Process Points) verified by the USDA.

4.2 Monitoring Of Promotional Materials

4.2.1 "Approved Promotional Materials" are maintained in the same manner as other controlled Quality System documents.

4.2.2 The control of all promotional materials is supervised by Iowa-80 Beef Program Management.

CONTROL OF PROMOTIONAL MATERIAL – *QP910-001 (cont.)*

4.3 Documentation of Promotional Materials Accuracy

4.3.1 The Program Manager maintains copies of all approved Promotional Materials, along with submitted final drafts of promotional materials to ensure accuracy of printed promotional material to be distributed.

4.4 PVP Designation of Identified Process Claims

4.4.1 Final drafts of promotional materials are submitted to USDA for consideration and subsequent approval will illustrate proper control and use of PVP designation – either by shield or proclamation "USDA Process Verified" – on labels, packaging, and other marketing material to ensure compliance with this procedure.

5.0 REFERENCE DOCUMENTS

All documents using USDA PVP shield with approval by USDA AMS LS program ARC Branch.

Note: All proposed promotional materials will be submitted to USDA AMS LS program ARC Branch for review and approval prior to issuance and distribution.

Index of Iowa-80 Beef Forms for Quality Procedures

This section contains the Iowa-80 Beef Forms referred to in this quality procedures document.

Records for these quality procedures will be retained for a minimum of three years. Review of Quality Procedure records will be included in internal reviews using *Form 14. Iowa-80 Beef Producer Internal Review Report, Form 15. Iowa-80 Beef Packer/Processor Internal Review Report*, internal audits, and USDA audits.

Form 14. Iowa-80 Beef Producer Internal Review Report

Producer Name:_____

Producer Address:_____

Inspector:_____ Date/Time of On-site Inspection:_____

Forms and Documents:		
A copy of the Iowa-80 Beef Process Verified Program Manual is kept on-site.	☐ YES	☐ NO
The producer is familiar with the contents of the Manual.	☐ YES	☐ NO
The producer is maintaining effective records to verify the standard operating procedures.	☐ YES	☐ NO
Records are accessible and up-to-date.	☐ YES	☐ NO
Production Staff Training:		
A training program is in place for all production staff and employees.	☐ YES	☐ NO
Production staff and employees are following approved production processes.	☐ YES	☐ NO
The producer has completed copies of:		
Form 1. Iowa-80 Beef Process Verified Program Participant Agreement	☐ YES	☐ NO
Form 2. Iowa-80 Beef Producer Contact Information and On-Site Organizational Structure	☐ YES	☐ NO
Form 3. Iowa-80 Beef Training Log	☐ YES	☐ NO
Form 4. Iowa-80 Beef Employee Training Record		
Identification and of Program of Animals:		
Each animal is identified using a unique ear tag number by time of weaning.	☐ YES	☐ NO
Each animal has a documented birth date by individual animal or by batch.	☐ YES	☐ NO
Each calf has its own up-to-date Individual Animal ID that identifies the calf by identification number, identifies the Angus sire, lists birth date, and lists nonconformances.	☐ YES	☐ NO
All tags (used and unused) are accounted for and unused ear tags are stored in a secure location.	☐ YES	☐ NO
Cattle Management:		
Animals meet the genetic specifications as progeny from a registered Angus sire and documents verify sire registration numbers.	☐ YES	☐ NO
Animals specified for marketing through the program are steers and heifers.	☐ YES	☐ NO
Calves are fed in a single Iowa feedlot for a minimum of 180 days and dates of entry into and exit from feedlot are documented.	☐ YES	☐ NO
Feed rations are 75% corn or corn co-products over the minimum 180-day feedlot period and documents verify ration and percentage or corn and/or corn co-products.	☐ YES	☐ NO
	☐ YES	☐ NO
Animals are marketed at 18 months of age or less.	☐ YES	☐ NO
Nonconforming animals are segregated when appropriate.		
Cattle Movement:		
Pens/pastures are identified with easily visible physical markings or by a map kept with Iowa-80 Beef program records.	☐ YES	☐ NO
Dates of cattle movements among pens/pastures are recorded; location of program cattle identifiable at all times.	☐ YES	☐ NO
Date of movement into on-farm or external feedlot is documented.	☐ YES	☐ NO

Form 14. Iowa-80 Beef Producer Internal Review Report (continued)

Quality of the Audit Trail:
Based on this inspection, once this producer's animals reach the consumer, Iowa-80 Beef 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 Iowa-80 Beef program is able to guarantee to the ultimate consumer that the producer requirements for QMS certification under the Iowa-80 Beef program are being satisfied.

☐ Easily and reliably ☐ With a few problems ☐ With Difficulty ☐ Generally Not

Additional Comments (include outstanding nonconformance(s), preventative actions, and corrective actions that should be taken by this producer.)

Certification: We, the undersigned Iowa-80 Beef Program Inspector and Livestock Production Manager, hereby certify that the information presented in this report is true and accurate to the best of our knowledge.

_____ _____
Iowa-80 Beef Program Reviewer Date

_____ _____
Livestock Production Manager Date

This document will be completed by an approved internal reviewer as part of the Iowa-80 Beef program's internal review process. A copy of this document will be retained at the Iowa-80 Beef program offices for a minimum of three years.

Document Date: August 1, 2006

Form 15. Iowa-80 Beef Packer/Processor Internal Review Report

Plant Name:_____

Plant Address:_____

Reviewer:_____ Date/Time of On-site Review:_____

Forms and Documents:

A copy of the Iowa-80 Beef program manual is kept on-site	☐ YES	☐ NO
The processor is maintaining effective records to verify the standard operating procedures.	☐ YES	☐ NO
Records are accessible and up-to-date.	☐ YES	☐ NO

Production Staff Training:

A training program is in place for all production staff and employees and training logs are up-to-date.	☐ YES	☐ NO
Production staff and employees are following approved production processes.	☐ YES	☐ NO
The producer has completed copies of:		
Form 3. Iowa-80 Beef Training Log	☐ YES	☐ NO
Form 4. Iowa-80 Beef Employee Training Record	☐ YES	☐ NO

Live Animal Receiving:

Plant receives and retains documents from feedlots identifying Iowa-80 Beef animals (*Form 13. Iowa-80 Beef Slaughter Cattle Delivery Sheet and Certification* [or equivalent computer records] and signed producer certification).	☐ YES	☐ NO
Live animals are verified against the delivery manifest using individual animal identification numbers from ear tags.	☐ YES	☐ NO
Live animals are kept segregated prior to slaughter.	☐ YES	☐ NO

Carcass Identification:

Carcasses are segregated immediately after slaughter in groups or on a separate rail.	☐ YES	☐ NO
Individual carcasses are identified by animal identification number.	☐ YES	☐ NO

Grading:

All carcasses are graded by a USDA grader.		
Only carcasses grading Upper 1/3 Choice or Prime are fabricated, packaged, and labeled as Iowa-80 Beef.	☐ YES ☐ YES	☐ NO ☐ NO

Processing:

The identity of carcasses and beef that meet Iowa-80 Beef specifications is retained throughout processing and segregated from non-program carcasses and beef.	☐ YES	☐ NO
Nonconforming carcasses and beef are removed from the program and segregated from conforming product	☐ YES	☐ NO
Procedures are in place to process carcasses according to customer specifications	☐ YES	☐ NO

Packaging and Labeling:

Individual packages are clearly labeled (or segregated and identified if only the box is labeled).	☐ YES	☐ NO
Boxes are clearly labeled and kept segregated prior to shipping.	☐ YES	☐ NO
Processor understands appropriate use of USDA PVP shield on labels	☐ YES	☐ NO

Form 15. Iowa-80 Beef Packer/Processor Internal Review Report (continued)

Delivery:
Product is clearly identified on shipping lists for pick-up by other companies or delivery by this company. ☐ YES ☐ NO

Quality of the Audit Trail:
Based on this review, Iowa-80 Beef from this packer/processor can be traced:

☐ Easily and Completely ☐ With a few problems ☐ With Difficulty ☐ Barely at All

Effectiveness of Consumer Guarantee:
Based on this review, it is my evaluation that at the packer/processor level, the Iowa-80 Beef program is able to guarantee to the ultimate consumer that requirements for the packer/processor under the Iowa-80 Beef Process Verified Program are being satisfied.

☐ Easily and reliably ☐ With a few problems ☐ With Difficulty ☐ Generally Not

Additional Comments (include outstanding nonconformance(s), preventative actions, and corrective actions that should be taken by this producer.)

Certification: We, the undersigned Iowa-80 Beef Program Inspector and Packing/Processing Facility Manager, hereby certify that the information presented in this report is true and accurate to the best of our knowledge.

_____ _____
Iowa-80 Beef Program Reviewer Date

_____ _____
Packing/Processing Facility Manager Date

This document is completed by an approved reviewer as part of the Iowa-80 Beef program's internal review process. The completed document is retained at the Iowa-80 Beef program offices for a minimum of three years.

Document Date: August 1, 2006

Form 16. Iowa-80 Beef List of Approved Producers

Producer Name and Address	Primary Phone Number	Other Contact (email, cell phone, fax)	Date Joined Program	Date Exited Program & Reason

This document is completed by the Iowa-80 Beef Program Manager and kept on file for a minimum of three years.

Document Date: August 1, 2006

Form 17. Iowa-80 Beef List of Approved Packing and Processing Facilities

Producer Name and Address	Primary Phone Number	Other Contact (email, cell phone, fax)	Date Joined Program	Date Exited Program/Reason

This document is completed by the Iowa-80 Beef Program Manager and is kept on file for a minimum of three years.

Document Date: August 1, 2006

Form 18. Log of Customer-Reported Nonconformances

Date Reported	Purchase Order No.	Customer Reporting Nonconformance	Nonconformance Description	Action Taken	Date and Description Follow up Action

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Document Date: August 1, 2006

Form 19. USDA Process Verification Documentation Checklists

Audit reports contain, at minimum, the facility/location audited, the date of the audit, person who conducted to audit. Audit reports summarize the results from the audit forms and any general observations from the audit. All findings must be included in the audit report, and observations, which could lead to findings, should also be included in the audit report. A conclusion by the auditor as to the general state of compliance at the facility audited is also included in the audit report. Any findings requiring urgent attention should also be noted in the audit report.

Program participants shall establish, document, implement and maintain a quality management system and continually improve its effectiveness in accordance with the requirements of this program. Program participants shall:

- Identify the processes needed for the quality management system and their application throughout the organization
- Determine the sequence and interaction of these process
- Determine criteria and methods needed to ensure that both the operation and control of these processes are effective
- Ensure the availability of resources and information necessary to support the operation and monitoring of these processes
- Monitor, measure and analyses these processes
- Implement actions necessary to achieve planned results and continual improvement of these processes

The Quality Management System documentation shall include:

- Documented statements of a quality policy and quality objectives
- A Quality Manual
- Documented procedures required by this Instruction
- Documents needed by the contractor/producer to ensure the effective planning, operation and control of its processes
- Records required by this Instruction

This checklist is to be used for objective evaluation of Process Verification Documentation provided, to evaluate the contractors/ producers Quality Management System and to determine compliance with ARC Instruction 1000.

Question Scoring

Each Applicable question is worth up to 2 points.

There are 38 (161) questions with a total available score of 72 Points.

The final score is calculated by dividing the sum of the element scores by the number of the applicable elements answered. Total score will be the percentage between 0% and 100%.

The score for each element is determined by the level of compliance to all questions within the element. The auditor will assign a “0”, “1”, or a “2” to each element.

If a "Hold Point" is identified that element will be will be scored a "0". **No Program will be approved with a score of "0" in any element.**

Form 19. USDA Process Verification Documentation Checklists (continued)

Participant/Facility Name: _____

Date of Audit: _____

Name of Auditor: _____

Summary of Results (include all outstanding nonconformance(s), preventative actions, and corrective actions that should be taken):

:

Form 19. USDA Process Verification Documentation Checklists (continued)

Process Verification Documentation Program Audit Report Summary

Elements	Applicable	Nonconformance		Points
		CIP	Hold	
Section 1 - Quality Management Systems				
1. Quality Manual				
2. Control of Documents				
3. Control of Records				
4. Management Commitment				
5. Customer Focus				
6. Quality Policy				
7. Quality Objectives				
8. Quality Process Planning				
Section 2 - Management Responsibility				
9. Responsibility and Authority				
10. Management Representative				
11. Internal Communication				
12. Management Review				
Section 3 – Resource Management				
13. Provision of Resources				
14. Human Resources				
15. Infrastructure				
Section 4 – Product Realization				
16. Determination of Requirements Related to the Product				
17. Review of Requirements Related to the Product				
18. Customer Communication				
19. Purchasing Process				
20. Purchasing Information				
21. Verification of Purchased Product				
22. Control of Production and Service Provision				
23. Validation of Processes for Production and Service Provision				
24. Identification and Traceability				
25. Customer Property				
26. Preservation of Product				
Section 4- Product Realization				
27. Control of Monitoring and Measuring Devices				
Section 5 – Measurements, Analysis and Improvement				
28. Measurement, Analysis and Improvement				
29. Customer Satisfaction				
30. Internal Audit				
31. Monitoring and Measurement of Processes				
32. Monitoring and Measurement of Product				
33. Control of Nonconforming Product				
34. Analysis of Data				
35 Continual Improvement				
36. Corrective Action				
37. Preventative Action				
38. Control of Promotional Materials				
TOTAL				

Section 1 - Quality Management System

Element 1. Quality Manual			
	Questions	**Assessors Notes**	**Results**
1	Is the scope of the quality process included and any exclusion adequately justified?		
2	Are the procedures clearly established for the quality process?		
3	Is interaction between the quality processes composing the system adequately described?		

Element 2. Control of Documents			
	Questions	**Assessors Notes**	**Results**
1	Are the documents required by the quality process system controlled?		
2	Is there a procedure for approving documents for adequacy prior to issuance?		
3	Is there a procedure for reviewing and updating approved documents and for re-approving documents as necessary?		
4	Is there a procedure to ensure that changes and the current revision status of documents are identified?		
5	Are there procedures to ensure that relevant versions of applicable documents are available at points of use?		
6	Are there procedures to ensure that documents remain legible and readily identifiable?		
7	Are there procedures to ensure that documents of external origin are identified and their distribution controlled?		
8	Are there procedures to prevent the unintended use of obsolete documents, and to apply suitable identification to them if they are retained for any purpose?		

Element 3. Control of Records			
	Questions	**Assessors Notes**	**Results**
1	Are records maintained to provide evidence of conformity to requirements and evidence of effective operation of the quality process system?		
2	Is there a procedure to ensure records remain legible, readily identifiable, and retrievable?		
3	Is there a documented procedure to define the controls needed for the identification, storage, protection, retrieval, retention time, and disposition of records?		

Element 4. Management Commitment			
	Questions	**Assessors Notes**	**Results**
1	Does top management provide evidence of its commitment to the development and implementation of the quality process system and continually improve its effectiveness?		
2	Are there procedures for top management to communicate to the organization the importance of meeting customer, statutory, and regulatory requirements?		
3	Has top management established a quality policy?		
4	Has top management ensured that quality objectives are established?		
5	Are procedures in place for conducting management reviews?		
6	Are there procedures to ensure the availability of resources for the quality process?		

Element 5. Customer Focus			
	Questions	**Assessors Notes**	**Results**
1	Does top management ensure that customer requirements are determined and are met with the aim of enhancing customer satisfaction?		

Element 6. Quality Policy			
	Questions	**Assessors Notes**	**Results**
1	Is the quality policy appropriate to the purpose of the organization?		
2	Does the quality policy include a commitment to comply with requirements and continually improve the effectiveness of the quality process system?		
3	Does the quality policy provide a framework for establishing and reviewing quality objectives?		
4	Is the quality policy adequately communicated and understood within the organization?		
5	Are procedures in place for the quality policy to be reviewed for continuing suitability?		

Element 7. Quality Objectives			
	Questions	**Assessors Notes**	**Results**
1	Does top management ensure that quality objectives, including those needed to meet requirements for products, are established at relevant functions and levels within the organization?		
2	Are the quality objectives measurable and consistent with the quality policy?		

Element 8. Quality Process Planning			
	Questions	**Assessors Notes**	**Results**
1	Does top management ensure that the planning of the quality process system is carried out in order to meet the quality policy and the quality objectives?		
2	Does top management ensure that the integrity of the quality process system is maintained when changes to the quality management system are planned and implemented?		

Section 2 - Management Responsibility

Element 9. Responsibility and Authority			
	Questions	**Assessors Notes**	**Results**
1	Does top management ensure that responsibilities and authorities are defined and communicated within the organization?		

Element 10. Management Representative			
	Questions	**Assessors Notes**	**Results**
1	Has top management appointed a member of management who, irrespective of other responsibilities, has responsibility and authority for the quality process?		
2	Is the management representative responsible for ensuring that processes needed for the quality process system are established, implemented and maintained?		
3	Is the management representative responsible for reporting to top management on the performance of the quality process system and any need for improvement?		
4	Is the management representative responsible for ensuring the promotion of awareness of customer requirements throughout the organization?		

Element 11. Internal Communication			
	Questions	**Assessors Notes**	**Results**
1	Has top management ensured that appropriate communication processes are established within the organization and that communication takes place regarding the effectiveness of the quality process system?		

Element 12. Management Review			
	Questions	**Assessors Notes**	**Results**
1	Are there for top management to review the organization's quality process system, at planned intervals, to ensure its continuing suitability, adequacy, and effectiveness?		
2	Are there procedures for assessing opportunities for improvement and the need for changes to the quality management system, including the quality policy and quality objectives?		
3	Are there procedures to maintain records of the management reviews?		
4	Does the input to management reviews include information on results of audits?		
5	Does the input to management reviews include customer feedback?		
6	Does the input to management reviews include process performance and product conformity?		
7	Does the input to management reviews include status of preventative and corrective actions?		
8	Does the input to management reviews include follow-up actions from previous management reviews?		
9	Does the input to management reviews include changes that could affect the quality process system?		
10	Does the input to management reviews include recommendations for improvement?		
11	Does the output from management reviews include decisions and actions related to improvement of the effectiveness of the quality process system and its processes?		
12	Does the output from management reviews include decisions and actions related to improvement of product related to customer requirements?		
13	Does the output from management reviews include decisions and actions related to resources needed?		

Section 3 – Resource Management

Element 13. Provision of Resources			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures for the organization to determine and provide the resources needed to implement and maintain the quality process system and continually improve its effectiveness?		
2	Are there procedures for the organization to provide resources to enhance customer satisfaction by meeting customer requirements?		

Element 14. Human Resources			
	Questions	**Assessors Notes**	**Results**
1	Are the personnel performing work affecting product quality competent on the basis of appropriate education, training, skills, and experience?		
2	Are there procedures to determine the necessary competence for personnel performing work affecting product quality?		
3	Are there procedures to provide training or take other actions to satisfy employee competency needs?		
4	Are there procedures to evaluate the effectiveness of the training actions taken?		
5	Are there procedures to ensure that personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives?		
6	Are appropriate records of education, training, skills, and experience maintained?		

Element 15. Infrastructure			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to determine, provide, and maintain the infrastructure needed to achieve conformity to product requirements?		
2	Do the procedures include buildings, workspace, and associated utilities, if applicable?		
3	Do the procedures include process equipment (both hardware and software), if applicable?		
4	Do the procedures include supporting services such as transport or communication, if applicable?		

Section 4 – Product Realization

Element 16. Determination of Requirements Related to the Product			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to determine requirements specified by the customer, including the requirements for delivery and post-delivery activities?		
2	Are there procedures to determine requirements not stated by the customer, but necessary for specified or intended use, where known?		
3	Are there procedures to determine statuary and regulatory requirements related to the product?		
4	Are there procedures to determine any additional requirements determined by the organization?		

Element 17. Review of Requirements Related to the Product			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to review the requirements related to the product prior to commitment to supply the product to the customer (e.g., acceptance of contracts or orders, acceptance of changes to contracts or orders)?		
2	Are there procedures to ensure product requirements are defined?		
3	Are there procedures to ensure contract or order requirements differing from those previously expressed are resolved?		
4	Are there procedures to ensure the organization has the ability to meet the defined requirements?		
5	Are there procedures to ensure records of the results of the review and actions arising from the review are maintained?		
6	Are there procedures to ensure that where the customer provides no documented statement of requirement, the customer requirements are confirmed by the organization before acceptance?		
7	Are there procedures to ensure that where product requirements are changed, that relevant documents are amended and that relevant personnel are made aware of the changed requirements?		
	NOTE: In some situations, such as internal sales, a formal review is impractical for each order. Instead, the review can cover relevant product information such as categories or advertising material.		

Element 18. Customer Communication			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to determine and implement effective arrangements for communicating with customers in relation to product information?		
2	Are there procedures to determine and implement effective arrangements for communicating with customers in relation to enquiries, contracts, and order handling, including amendments?		
3	Are there procedures to determine and implement effective arrangements for communicating with customers in relation to customer feedback, including customer complaints?		

Element 19. Purchasing Process			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to ensure that purchased product conforms to specified purchase requirements? **NOTE:** The type and extent of control applied to the supplier and the purchased product shall dependent on the effect of the purchased product on subsequent product realization or the final product.		
2	Are there procedures to evaluate and select suppliers based on their ability to supply product in accordance with the organization's requirements? And, is criteria for selection, evaluation, and reevaluation established?		
3	Are there procedures to maintain records of the results of supplier evaluations and any necessary actions arising from the evaluation?		

Element 20. Purchasing Information			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to ensure the adequacy of specified purchase requirements prior to their communication to the supplier?		
2	Are there procedures to ensure purchasing information describes the product to be purchased, including requirements for approval of product, procedures, processes, and equipment (where appropriate)?		
3	Are there procedures to ensure purchasing information describes the product to be purchased, including requirements for qualifications of personnel (where appropriate)?		
4	Are there procedures to ensure purchasing information describes the product to be purchased, including quality system requirements (where appropriate)?		

Element 21. Verification of Purchased Product			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to ensure establishment and implementation of inspection or other activities necessary for ensuring that purchased product meets specified purchase requirements?		
2	Where the organization or its customer intends to perform verification at the supplier's premises, do procedures state the intended verification arrangements and method of product release in the purchasing information?		

Element 22. Control of Production and Service Provision			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to plan and carry out production and service provision under controlled conditions applicable to the availability of information that describes the characteristics of the product?		
2	Are there procedures to plan and carry out production and service provision under controlled conditions applicable to the availability of work instructions, as necessary?		
3	Are there procedures to plan and carry out production and service provision under controlled conditions applicable to the use of suitable equipment?		
4	Are there procedures to plan and carry out production and service provision under controlled conditions applicable to the availability and use of monitoring and measuring devices?		
5	Are there procedures to plan and carry out production and service provision under controlled conditions applicable to the implementation of monitoring and measurement?		
6	Are there procedures to plan and carry out production and service provision under controlled conditions applicable to the implementation of release, delivery, and post-delivery activities?		

Element 23. Validation of Processes for Production and Service Provision			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to validate any processes for production and service provision where subsequent monitoring or measurement cannot verify the resulting output including processes where deficiencies become apparent only after the product is in use or the service has been delivered?		
2	Does the validation procedure demonstrate the ability of these processes to achieve planned results?		
3	Are there defined criteria for review and approval of the validation processes?		
4	Is approval of equipment and qualification of personnel included in the validation process?		
5	Is the use of specific methods and procedures identified in the validation process?		
6	Are the requirements for records included in the validation process?		
7	Is revalidation included in the validation process?		

Element 24. Identification and Traceability			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to identify the product by suitable means throughout product realization?		
2	Are there procedures to identify the product status with respect to monitoring and measurement requirements?		
3	Are there procedures where traceability is a requirement for the organization to control and record the unique identification of the product?		

Element 25. Customer Property			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to ensure care is exercised with customer property while it is under the organization's control or being used by the organization?		
2	Are there procedures to identify, verify, protect, and safeguard customer property provided for use or incorporation into the product?		

Element 25. Customer Property (continued)

3	Are there procedures to report to the customer and maintain records of customer property that is lost, damaged, or otherwise found to be unsuitable for use?		

Element 26. Preservation of Product			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to preserve the conformity of product during internal processing and delivery to the intended destination?		
2	Do the preservation procedures include identification, handling, packaging, storage, and protection?		
3	Do the preservation procedures also apply to the constituent parts of a product?		

Element 27. Control of Monitoring and Measuring Devices			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to determine the monitoring and measurement to be undertaken and the monitoring and measuring devices needed to provide evidence of conformity of product to determined requirements?		
2	Are there processes to ensure that monitoring and measurement can be carried out and are carried out in a manner that is consistent with the monitoring and measurement requirements?		
3	Are there procedures to calibrate or verify measuring equipment at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards? **NOTE**: Where no such standards exist, the basis used for calibration or verification shall be recorded.		
4	Are there procedures to adjust or re-adjust measuring equipment as necessary?		
5	Are there procedures to identify equipment so that the calibration status can be determined?		
6	Are there procedures to safeguard measuring equipment from adjustments that would invalidate the measurement results?		
7	Are there procedures to ensure that measuring equipment is protected from damage and deterioration during handling, maintenance, and storage?		

Element 27. Control of Monitoring and Measuring Devices (continued)

8	Are there procedures to assess and record the validity of the previous measuring results when the equipment is found not to conform to requirements, to take appropriate action on the equipment and any product affected, and to maintain records of calibration and verification?		
9	Are there procedures to confirm the ability of computer software when used in the monitoring and measurement of specified requirements, to satisfy the intended application prior to initial use, and to be reconfirmed as necessary?		

Section 5 – Measurements, Analysis, and Improvement

Element 28. Measurement, Analysis and Improvement			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to plan and implement the monitoring, measurement, analysis, and improvement processes needed to demonstrate conformity of product?		
2	Are there procedures to plan and implement the monitoring, measurement, analysis, and improvement processes needed to ensure conformity of the quality process system?		
3	Are there procedures to plan and implement the monitoring, measurement, analysis, and improvement processes needed to continually improve the effectiveness of the quality management system?		
4	Do the procedures include determination of applicable methods, including statistical techniques, and the extent of their use?		

Element 29. Customer Satisfaction			
	Questions	**Assessors Notes**	**Results**
1	Do procedures include, as one of the measurements of the performance of the quality process system, information relating to customer perception as to whether the organization has met customer requirements, including the methods for obtaining and using this information?		

Element 32. Monitoring and Measurement of Product			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to monitor and measure the characteristics of the product to verify that product requirements have been met and carried out at appropriate stages of the product realization process in accordance with the planned arrangements?		

Element 32. Monitoring and Measurement of Product (continued)

2	Do procedures require that evidence of conformity with the acceptance criteria be maintained?		
3	Do procedures require records indicating the person(s) authorizing release of product?		
4	Do procedures require product release and service delivery shall not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, where applicable, by the customer?		

Element 34. Analysis of Data			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to determine, collect, and analyze appropriate data to demonstrate the suitability and effectiveness of the quality process system and to evaluate where continual improvement of the effectiveness of the quality system can be made, and do they include data generated as a result of monitoring and measurement and from other relevant sources?		
2	Do the data analysis procedures provide information relating to customer satisfaction?		
3	Do the data analysis procedures provide information relating to conformity to product requirements?		
4	Do the data analysis procedures provide information relating to characteristics and trends of processes and products including opportunities for preventative action?		
5	Do the data analysis procedures provide information relating to suppliers?		

Element 35. Continual Improvement			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to ensure continual improvement of the effectiveness of the quality process system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventative actions, and management review?		

Element 36. Corrective Acton			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to take action to eliminate the cause of nonconformities in order to prevent reoccurrence? NOTE: Corrective actions shall be appropriate to the effects of the nonconformities encountered.		
2	Are there procedures to define requirements for reviewing nonconformities (including customer complaints)?		
3	Are there procedures to define requirements for determining the causes of nonconformities?		
4	Are there procedures to define requirements for evaluating the need for action to ensure that nonconformities do not recur?		
5	Are there procedures to define requirements for determining and implementing action needed?		
6	Are there procedures to define requirements for records of the results of actions taken?		
7	Are there procedures to define requirements for reviewing corrective action taken?		

Element 37. Preventative Acton			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures to eliminate causes of potential nonconformities in order to prevent their occurrence? NOTE: Preventative actions shall be appropriate to the effects of the potential problems?		
2	Are there procedures to define requirements for determining potential nonconformities and their causes?		
3	Are there procedures to define requirements for evaluating the need for action to prevent occurrence of nonconformities?		
4	Are there procedures to define requirements to determine and implement action needed?		
5	Are there procedures to define requirements for records of results of action taken?		
6	Are there procedures to define requirements for reviewing preventative action taken?		

Element 38. Control of Promotional Materials			
	Questions	**Assessors Notes**	**Results**
1	Are there procedures for monitoring promotional and advertising material as a portion of the overall quality program?		
2	Are there procedures to document that promotional material accurately represents the process points verified by the USDA?		
3	Are there procedures to ensure that the process verification designation is directly linked to the processes verified by the USDA?		
4	Does the quality manual adequately address the control and oversight of promotional materials?		

The Iowa-80 Beef USDA Process Verified Program

Introduction (Phase 1)

What Is a USDA Process Verified Program?

A USDA Process Verified Program (PVP) is a documented quality system that focuses on identified processes and procedures deemed vital to successfully comply with specified product requirements. The system is followed each and every day.

How Does a USDA Process Verified Program (PVP) Work?

- A USDA PVP starts at the “end” of the system by defining requirements for finished product.
- The system follows stated procedures and requires supporting documents and records.
- USDA PVPs are administered by the USDA Agricultural Marketing Service. Verification of program compliance is conducted by the Audit, Review, and Compliance Branch.

How Is Compliance Monitored In a USDA Process Verified Program?

- Each USDA PVP system is subject to audits of the program components to determine program compliance.
- Internal audits are conducted by program personnel.
- External audits are conducted by USDA personnel.
- Audits include, but are not limited to,
- Supplier evaluation, selection, and re-evaluation
    - Live animal information
    - Animal/carcass ID and traceability
    - Customer satisfaction

What is the Iowa-80 Beef PVP?

- A quality system that can verify to the customer that specific procedures and safeguards were followed in live cattle production and processing of Iowa-80 Beef.
- A transparent, traceable quality assurance program with verification by the USDA.

What are the Iowa-80 Beef Production Specifications?

Each Iowa-80 Beef animal is

- sired by a registered Angus bull
- source verified to the farm of birth using an ear tag with a unique number that identifies the animal and beef throughout the production process
- fed in an Iowa feedlot for a minimum of 180 days
- fed a high-concentrate ration totaling at least 75 percent corn or corn co-products over the feeding period
- age verified and processed at 18 months of age or less

What Are the Iowa-80 Beef Production Specifications? (cont.)

- Each Iowa-80 Beef carcass must meet the quality standards for USDA grades upper one-third Choice or Prime.
- Each Iowa-80 Beef animal and the resulting beef products are segregated, processed, and labeled at the beef processing plant.

Why Participate in the Iowa-80 Beef PVP?

- To gain access to markets for very high-quality beef fed in Iowa feedlots.
- To provide customers with verifiable product quality standards and characteristics.
- To “raise the bar” for commitment to quality in a highly competitive market.
- To obtain product feedback for use in future management practices.

How Does the Iowa-80 PVP Work?

- Participants follow the procedures outlined in the Iowa-80 Beef PVP manual. These procedures address each program component and the product requirements for Iowa-80 Beef.
- Participants complete documents as specified in the manual.
- Participants retain records and documents or submit them to Iowa-80 Beef staff, as specified in the program manual.

How Does the Iowa-80 PVP Work? (cont.)

- Iowa-80 Beef personnel or approved auditors conduct mandatory internal audits on a routine basis across the program to ensure compliance.
- USDA conducts mandatory annual compliance audits to validate program compliance and maintain continued approval for PVP participation.
- Auditors will not
    - examine financial records.
    - make copies of or remove any records.

How Does the Iowa-80 PVP Work? (cont.)

- Cattle registered in the program can be marketed to any processor outside the program.
- But, cattle and beef marketed outside the program cannot be sold as Iowa-80 Beef.
- Participation in the Iowa-80 Beef PVP is voluntary. Any producer can withdraw his/her operation and/or cattle from the program at any time by submitting written notice to the Program Manager.

Individual Animal Identification

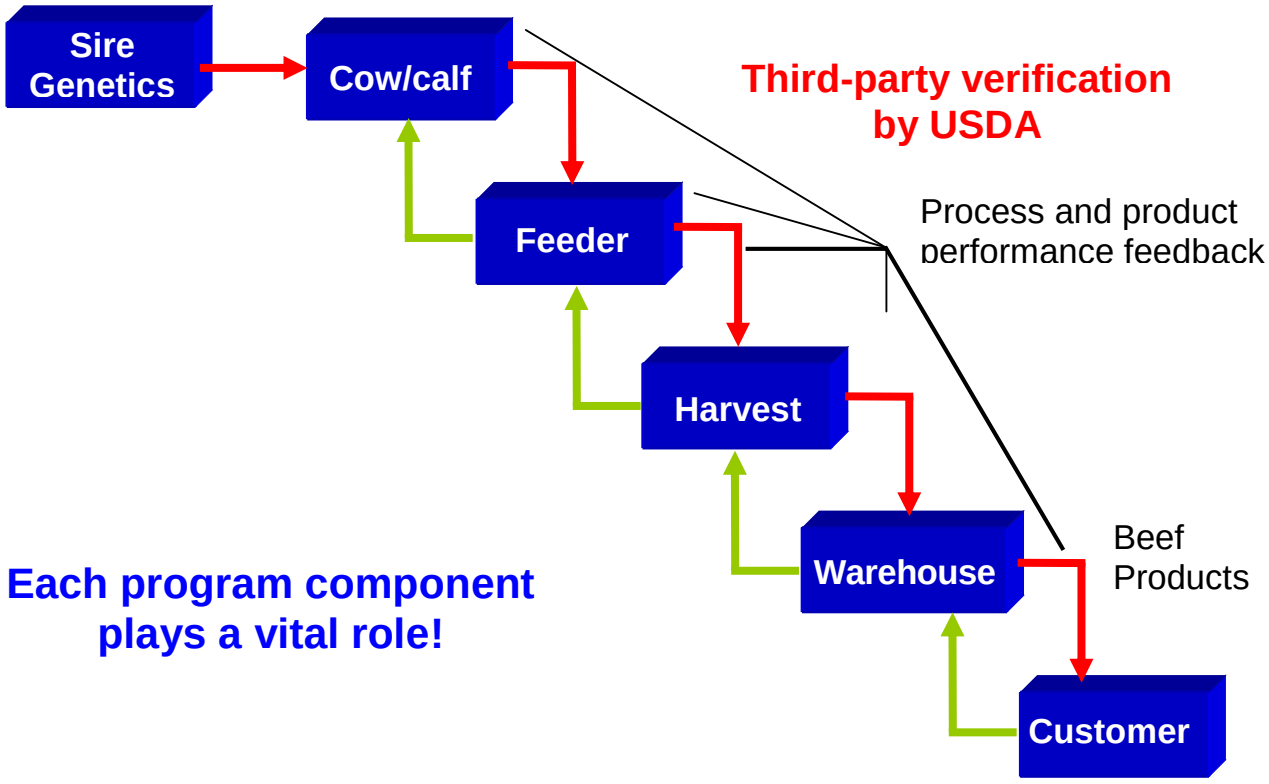
The key to the success of the Iowa-80 Beef program is maintaining the link between accurate records and a unique individual identification number for each animal.

- All program cattle must wear a permanent visual and/or EID ear tag with a unique ID number.
- Permanent ID ear tags must be applied at or before the date of weaning on the farm of birth.
- Ear tag identification systems must be preapproved for use in the program.

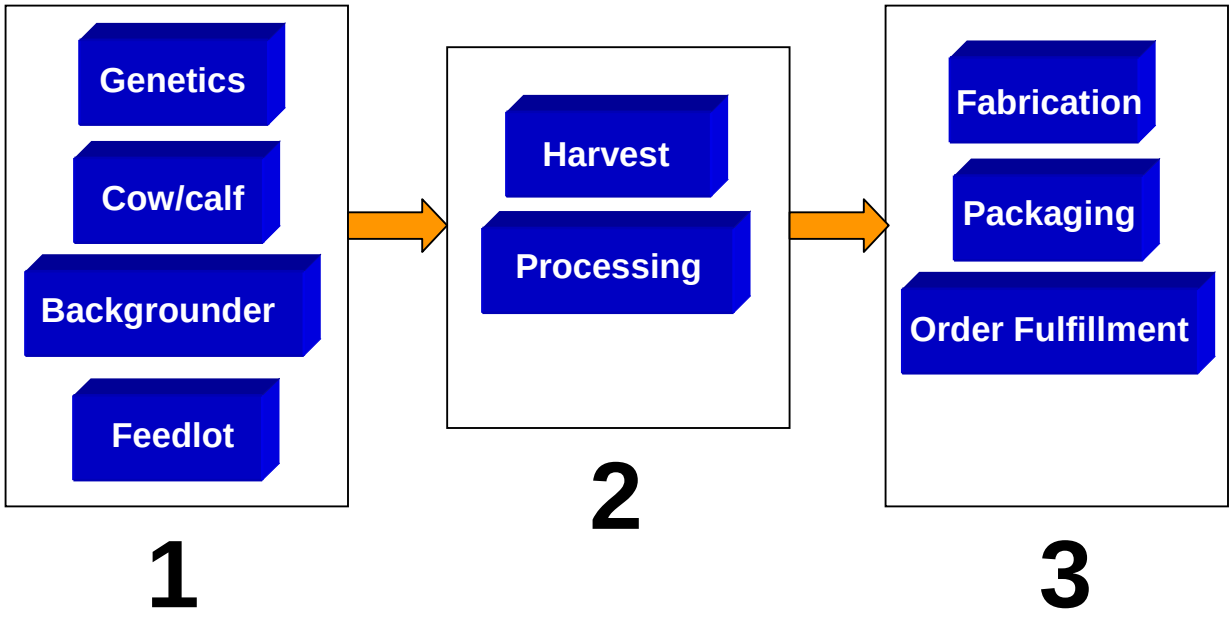
Iowa-80 Beef Program Records

- Records may be computerized, hand-written, or a combination of both.
    - Records must be kept up-to-date and accessible for audit.
    - All program records must be stored for at least three years.
    - Records must be stored in a secure location such as a home office.

The Iowa-80 Beef PVP Supply Chain



Iowa-80 Beef PVP Flow Diagram



Live Animal Production

1	Genetics	Iowa-80 Beef calves are sired by a registered Angus bull.
	Cow/Calf	Iowa-80 Beef calves must have an ear tag with a unique, traceable ID number applied no later than the date of weaning.

Documented procedures include:

- **Registering animals for the Iowa-80 Beef program**
- **Maintaining Angus bull/AI verification records**
- **Maintaining unique animal ID numbers**
- **Recording date of birth or date of ID tagging at weaning**
- **Segregating nonconforming animals when necessary**
- **Transferring animals to backgrounder/ conditioner or feedlot**

Live Animal Production (cont.)

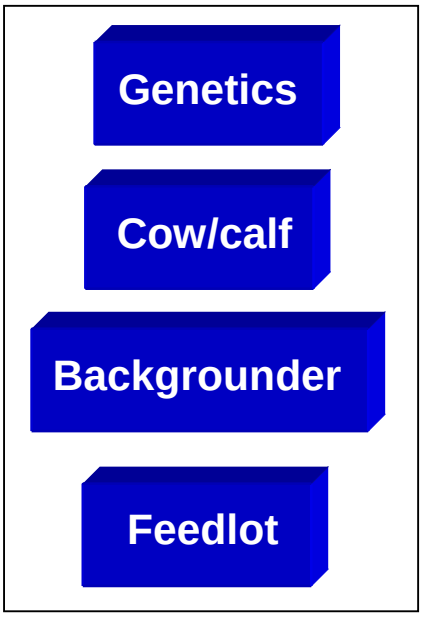
1	Backgrounder Feedlot	Iowa-80 Beef cattle are managed by assigned lot or pen number. Iowa-80 Beef cattle are fed a minimum of 180 days in an Iowa feedlot.

Documented procedures include:

- **Maintaining unique animal ID numbers**
- **Segregating nonconforming animals when necessary**
- **Verifying feed source(s), rations, and days on feed**
- **Describing health treatment protocols and recording treatments**
- **Transferring animals to the harvest facility**

Live Animal Production Records

1



- Employee training
- Angus sire or AI records
- Live animal Identification number
- Nutrition program verifying 75% corn or corn co-products
- Feed (on-site mixing or delivered)
- Calf and fed cattle transfers, with signed certification of compliance
- Health treatment

Harvest and Processing

2

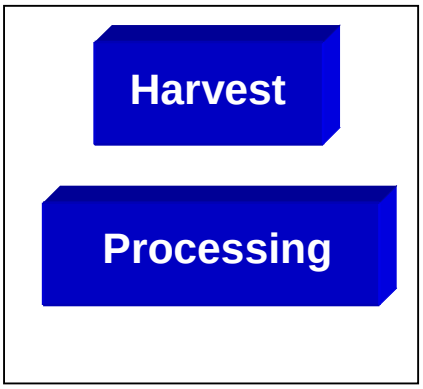
Harvest	Iowa-80 Beef cattle are harvested on or before 18 months of age.
Processing	Iowa-80 Beef carcasses must grade USDA High Choice or Prime

Documented procedures include:

- Identifying live animals as being program compliant prior to slaughter
- Maintaining carcass IDs throughout the harvest process

Harvest and Processing Records

2



- Receipt of signed certification of compliance
- Live animal identification
- Carcass identification
- Transfer of carcass to fabrication/packaging
- Employee training

Fabrication, Packaging, and Order Fulfillment

3

Documented procedures include:

- Identifying and segregating carcasses and cuts
- Describing pathogen prevention and product testing activities
- Tracking product through fabrication, including transfer to packaging
- Maintaining product ID through the packaging process
- Describing order fulfillment actions and reporting

Fabrication, Packaging, and Order Fulfillment (cont.)

3

Documented procedures include:

- Carcass → beef identification
- Employee training
- Customer specifications
- Shipping

Thank you for your interest in

participating in this program

-The Iowa-80 Beef Team

For further questions about the Iowa-80 Beef Program or participation requirements, please contact one of the following individuals.

Program Management & Policy Directors:

Bruce Babcock 515 294-5764 or babcock@iastate.edu

John Lawrence 515 294-6290 or jdlaw@iastate.edu

Dermot Hayes 515 294-6185 or dhayes@iastate.edu

Program Manager

Roxanne Clemens 515 294-8842 or rclemens@iastate.edu

The Iowa-80 Beef
USDA Process Verified Program

Training
(Phase 2)

What Is the Iowa-80 Beef Process Verified Program?

- A transparent, traceable quality assurance program with verification by the USDA.
- A documented quality system that can verify to the customer that certain procedures and safeguards were followed in live cattle production and processing of Iowa-80 Beef. The system focuses on identified processes and procedures deemed vital to successfully comply with the specified Iowa-80 Beef product requirements and is followed each and every day.
- Only beef produced under the Iowa-80 Beef PVP can be marketed as Iowa-80 Beef.

Iowa-80 Beef PVP Specifications

Each Iowa-80 Beef animal is

- sired by a registered Angus bull
- source verified to the farm of birth using an ear tag with a unique number that identifies the animal and beef throughout the production process
- fed in an Iowa feedlot for a minimum of 180 days
- fed a high-concentrate ration totaling at least 75 percent corn or corn co-products over the feeding period
- age verified and processed at 18 months of age or less

Iowa-80 Beef PVP Specifications (cont.)

- Each Iowa-80 Beef carcass must meet the quality standards for USDA grades upper one-third Choice or Prime.
- Iowa-80 Beef animals and the resulting beef products are segregated, processed, and labeled at the beef processing plant.

Individual Animal Identification

The key to the success of the Iowa-80 Beef program is maintaining the link between accurate, complete records and a unique identification number for each animal.

- All Iowa-80 Beef cattle must wear a permanent visual ear tag and/or EID tag.
- The permanent ID ear tags must be applied at or before weaning on the farm of birth.

Individual Animal Identification (cont.)

- For calves tagged as a group at weaning, the date the first calf is born is the birth date for all the calves in that group.
- Animal markings are not sufficient to verify animal identification in cases when an animal loses all ear tags.
- A basic numeric tag of any color (e.g., yellow 602 or red 319) does not provide unique identification.

The Ear Tag Identification System

- Any commercially available EID and/or visual ear tag that provides a unique identification number for every animal.
- Or, a custom tagging system with alpha and numeric codes that are unique to the producer's farm and to the Iowa-80 Beef program.

The Ear Tag Identification System (cont.)

- Temporary birth tags may be used, but the ear tag with the animal's permanent ID number must be applied at the farm of birth at or before weaning.
- A sample of each cow/calf producer's ear tags must be submitted and approved for use in the program (photocopy or scan).

- Retain original birth tag(s) if a different, permanent ID tag/EID is applied (must be done at or before weaning). The original birth tag can be used to identify an animal for retagging in the event the permanent ID is lost (but cannot be used in place of the permanent ID).
- Replace any lost ear tag as soon as possible.
- Segregate conforming animals from non-conforming animals whenever possible.

Animal Movements and Transfers

- Animal movements among pens and pastures within the production site and transfers of Iowa-80 Beef cattle among farms, backgrounders, and feedlots are recorded.
- Pen and pasture names or numbers can be identified with physical markings (e.g., posted numbers or names) or on a map kept on file with Iowa-80 Beef records.

Animal Movements and Transfers (cont.)

- Documentation of all animal transfers to a different production facility must include a signed and dated certification statement that the animals have been produced in accordance with Iowa-80 Beef program specifications.
- Examples of transfers requiring certification:
    - Cow/calf producer to backgrounder
    - Cow/calf producer or backgrounder to feedlot
    - Feedlot to slaughter facility

Animal Movements and Transfers

The Certification Statement

I understand that this document is part of the Iowa-80 Beef Process Verified Program, and I certify that I have records to support the above information. I further certify that the listed animals have been produced and handled in accordance with the specifications of the Iowa-80 Beef program. I agree to keep all records supporting this certification and this certificate on file for a minimum of three years.

Producer Signature: _____Date:_____

Iowa-80 Beef Program Records

Iowa-80 Beef records are

- kept up-to-date and accessible for audit
- stored for at least three calendar years in a secure location such as a file cabinet in the production facility's home office
- computerized, hand-written, or a combination of both

Live Animal Production Records

- Where applicable, equivalent computer records may be used in place of Iowa-80 Beef program forms.
- Samples of records must be submitted to show appropriate documentation. These samples are stored in the participant's file at Iowa-80 Beef office.
- A copy of all program-related records must be kept for a minimum of 3 years.

Live Animal Production Records (cont.)

Agreement to participate

Form 1. Iowa-80 Beef Process Verified Program Participant Agreement

- Must use Form 1 from the Iowa-80 Beef manual.
- Submit signed and dated original to Program Manager. Retain copy with program records.

Live Animal Production Records (cont.)

Contact information and organizational structure of production facility

Form 2. Iowa-80 Beef Producer Contact Information and On-Site Organization Structure

- Must use Form 2 from the Iowa-80 Beef manual.
- Submit copy to Program Manager, retain copy with program records.

Live Animal Production Records (cont.)

Documenting training for the Iowa-80 Beef program

Form 3. Iowa-80 Beef Training Log

- Must use Form 3 from the Iowa-80 Beef manual.
- Submit updated version January 15 and July 15 each year to Program Manager. Retain copy on-site with program records and update continuously as applicable.

Live Animal Production Records (cont.)

Documenting individual employee training

Form 4. Iowa-80 Beef Employee Training Record

- Must use Form 4 from the Iowa-80 Beef manual.
- Retain these records at production facility (e.g., in employee file).

Live Animal Production Records (cont.)

Verifying use of registered Angus sires

Form 5. Iowa-80 Beef Log of Registered Angus Sires

- Can use equivalent computer records.
- Submit completed copy to Program Manager within 30 days of end of each weaning season. Retain copy on-site with program records.

Live Animal Production Records (cont.)

Documenting individual animal identification

Form 6. Iowa-80 Beef Individual Animal Identification

- Can use equivalent computer records.
- Update continuously, including nonconformances.
- Retain at production facility.

Live Animal Production Records (cont.)

Registering calves for the Iowa-80 Beef program

Form 7. Registration of Iowa-80 Beef Calves

- Can use equivalent computer records.
- Cow/calf producer submits copy to Program Manager within 14 calendar days of weaning.

Live Animal Production Records (cont.)

Transferring calves to conditioner, backgrounder, or feedlot (other than at farm of birth)

Form 8. Iowa-80 Beef Feeder Calf Delivery Sheet and Certification

- Can use equivalent computer records (must include signed and dated certification statement).
- Producer transferring cattle submits signed and dated form to receiving conditioner, backgrounder, or feedlot operator at time of transfer.
- Producer transferring cattle submits a copy to Program Manager within 14 calendar days of transfer.

Live Animal Production Records (cont.)

Verifying 75% corn or corn co-products in ration (feed mixed on-farm)

Form 9. Iowa-80 Beef Feed Production Record

- Can use equivalent computer records.
- Producer completes form and retains at farm/feedlot.

Live Animal Production Records (cont.)

Verifying 75% corn or corn co-products in ration (feed mixed off-farm)

Form 10. Iowa-80 Beef Feed Receiving Record

- Can use equivalent computer records.
- Producer completes form and retains at farm/feedlot.

Live Animal Production Records (cont.)

Scheduling slaughter dates

Form 11. Iowa-80 Beef Slotting List for Estimated Slaughter

- Can use equivalent computer records.
- Submit to Program Manager between 20 and 30 calendar days before slaughter.
- Retain a copy at farm/feedlot.

Live Animal Production Records (cont.)

Scheduling slaughter dates (cont.)

Form 12. Iowa-80 Beef Cattle Final Slotting List

- Between 7 and 10 days prior to slaughter, Program Manager confirms number of head and actual slaughter date.
- Program Manager completes Form 12, schedules slaughter, and retains record for minimum of three years.

Live Animal Production Records (cont.)

Transferring fed cattle to slaughter facility

Form 13. Iowa-80 Beef Slaughter Calf Delivery Sheet and Certification

- Can use equivalent computer records (must include signed and dated certification statement).
- Producer transferring cattle submits signed and dated form to receiving slaughter facility.
- Slaughter facility receiving cattle submits a copy to Program Manager within 7 calendar days of receipt of finished cattle.

For further questions about the Iowa-80 Beef Program or participation requirements, please contact one of the following individuals.

Program Management & Policy Directors:

Bruce Babcock 515 294-5764 or babcock@iastate.edu

John Lawrence 515 294-6290 or jdlaw@iastate.edu

Dermot Hayes 515 294-6185 or dhayes@iastate.edu

Program Manager

Roxanne Clemens 515 294-8842 or rclemens@iastate.edu

Appendix E

The Iowa-80 Beef Brochure

Iowa-80 Beef™ Certified

Exquisitely tender. Richly flavorful.

Why America's best beef comes from Iowa.

Nestled in America's heartland between the mighty Missouri and Mississippi rivers, Iowa is home to some of the world's richest, most productive farmland and to many of today's best beef producers.

Its fertile soil allows the state to consistently rank number one in the U.S. for both corn and soybean production, two important ingredients used to produce Iowa-80 Beef.

These abundant feed grains, along with proven livestock genetics and a special commitment by Iowa beef producers and leading processors alike to a stringent certification program, are the primary reasons why Iowa-80 Beef is prized the world over for its consistent quality, flavor, and tenderness.

What makes Iowa-80 Beef so unique?

Age and source verified, Iowa-80 Beef is produced to the rigorous standards set forth by the Iowa-80 Beef certification program. Genetics, diet, management, age, and USDA Quality Grade assurance are the main factors that set Iowa-80 Beef apart from other brands.

Using only 100% Angus sires ensures that each animal has the proven carcass traits for consistent, high-quality beef. High-concentrate, high-energy corn diets, days on feed, and a slaughter age of 18 months or less guarantee that each cut that carries the Iowa-80 brand is exquisitely tender and richly flavorful.

Iowa-80 Beef is raised exclusively on Iowa family farms and ranches by Iowa producers who take intense pride in marketing animals that meet the quality standards of the Iowa-80 Beef certification program – Upper One-Third Choice or Prime. These are the highest quality grades conferred to beef by the USDA.

Iowa-80 Beef is the ultimate dining experience.

No matter how you choose to prepare Iowa-80 Beef, it promises a luxurious dining experience from the start. When cooking, its deep, rich aroma begins to unfold with a subtle sweetness, culminating with the first flavorful taste.

Certification Comparison Summary

PRODUCT	AGE/ SOURCE VERIFIED	GENETICS	RATION REQUIRED	DAYS ON FEED	SLAUGHTER AGE[1]	USDA QUALITY GRADE
IOWA-80 BEEF	**Yes**	**100% Angus sire, no Brahman influence**	**75% corn or co-products**	**180 minimum**	**18 months or less**	**Upper Choice or Prime**
BRAND A	Yes	No Brahman influence	50% corn and/or distiller's grains	100 minimum	less than 24 months	Base Tier - Select or Upper Tier - Choice
BRAND B	Yes	No Brahman influence	50% corn or by-products	100 minimum	less than 30 months	Choice

[1] Slaughter age of beef exported to Japan must be less than 21 months.

The juicy tenderness of Iowa-80 Beef is intensified by its rich, buttery flavor, enveloping your senses with a sublime and lingering finish, bite after bite.

The extraordinary characteristics of Iowa-80 Beef will turn every dish into a delicacy. It's sure to be a prized addition to the menus of the finest restaurants as well as the dining tables of those with the most discriminating palates.

Iowa-80 Beef certification program.

All Iowa-80 Beef is certified and produced according to stringent program specifications to create superior beef products.

EACH ANIMAL IS

- Verified to be sired by a 100% Angus bull.
- Source verified to the farm of birth and traced throughout the life of the animal.
- Fed in an Iowa feedlot for a minimum of 180 days.
- Fed a high-concentrate ration that totals at least 75% corn or corn co-products over the feeding period.
- Age verified and processed at 18 months of age or less.

All animals are segregated, processed, and labeled at the beef processing plant. All beef carcasses MUST meet the USDA quality grade standards for Upper One-Third Choice or Prime.

EACH PRODUCER MUST

- Receive Iowa-80 Beef Program Training.
- Meet rigid production standards.
- Maintain required documents that show cattle are in compliance with Iowa-80 Beef guidelines.
- Retain all production-related records for 3 years.
- Undergo annual audits/inspections.

EACH PROCESSOR MUST

- Be USDA inspected and demonstrate ability to trace from live animal to finished product.
- Undergo annual audits/inspections.
- Select only carcasses that meet USDA Upper One-Third Choice or Prime grade requirements.

Why your customers will ask for Iowa-80 Beef.

They know that Iowa has a reputation for producing high-quality beef—and will soon learn that Iowa-80 Beef is the very best beef they can buy.

Produced in limited quantities under highly stringent audited specifications, the Iowa-80 Beef brand will assure retailers, restaurateurs, and consumers alike that they are getting the very best in High Choice and Prime corn-fed cuts that America has to offer.

In turn, they'll quickly discover that the Iowa-80 Beef they buy will consistently provide them with the extraordinary dining experience they expect from their premium beef purchase.

So, always insist on Iowa's best beef.

The only beef that carries the Iowa-80 Beef brand.

Product of the USA

Iowa-80 Beef™

Exquisitely tender. Richly flavorful.

Iowa-80 Beef
578 Heady Hall
Ames, Iowa 50011-1070 USA
Phone 515.450.7629
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Website http://www.card.iastate.edu/iowa80beef/

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Iowa-80 Beef™（アイオワ-80ビーフ）の認証を受けた牛肉

極上の柔らかさ。豊かな味わい。

アメリカの最高級牛肉がアイオワ州産なのは、なぜ？

ミズーリ川とミシシッピ川という壮大な河川に抱かれたアイオワ州はアメリカ中央部に位置し、世界で最も肥沃で生産性の高い農地があり、最高級牛肉の生産者が数多く存在しています。

アイオワ州の肥沃な土壌から作り出されるトウモロコシと大豆の生産量は、常に全米第一位で、これらの穀物は、アイオワ-80ビーフの生産に欠かせない重要な「原料」なのです。

豊富な飼料、折り紙付きの血統、そして厳格な認証プログラムに添った牛肉生産者と主要加工業者の真剣な取組みにより、アイオワ-80ビーフの常に優れた品質、味、柔らかさが世界中で高く評価されています。

アイオワ-80ビーフの特長は？

年齢と生産履歴が確認できるアイオワ-80ビーフは、アイオワ-80ビーフ認証プログラムの厳しい規定に基づいて生産されています。血統、飼料内容、管理、年齢、そして米国農務省（USDA）肉質等級認定などの点で、アイオワ-80ビーフは他のブランドの牛肉とは明らかに違います。

100%アンガス牛の種雄牛のみを用いているため、枝肉は一定して高品質であることが証明されています。高濃度、高エネルギーのトウモロコシ飼料を長期間与え、月齢18ヵ月未満で食肉処理されているため、アイオワ-80ブランドの牛肉はどれも申し分ない柔らかさで、味わい豊かです。

アイオワ-80ビーフ認証プログラムの品質基準を満たす牛を販売することを大きな誇りとしているアイオワ州の生産農家・牧場でしかアイオワ-80ビーフは生産されません。このプログラムの基準を満たす牛肉は米国で最も質が高く、米国農務省の肉質等級ではチョイス級（高級）の上位3分の1またはプライム級（最高級）に入るものです。

アイオワ-80ビーフで、究極の食体験。

アイオワ-80ビーフは調理法を問わず、ひと口目から、贅沢な食体験となります。料理をしてゆくうちに、ほのかな甘さを含んだ、深みのある豊かな香りが漂い始め、食べた瞬間、その旨みと香りが広がります。

認証内容の比較の概要

製品	月齢／飼育履歴証明の有無	血統	飼料	穀物飼料による飼育日数	食肉処理時点での月齢[1]	米農務省肉質等級
アイオワ-80ビーフ	有	100%アンガスの雄牛、ブラーマン種の影響なし	75%トウモロコシまたはその連産品	最低180日	18ヵ月未満	チョイス級の上位またはプライム級
ブランドA	有	ブラーマン種の影響なし	50%トウモロコシおよび／または蒸留粕	最低100日	24ヵ月未満	標準的なセレクト級、またはチョイス級の上位
ブランドB	有	ブラーマン種の影響なし	50%トウモロコシまたはその副産物	最低100日	30ヵ月未満	チョイス級

[1] 日本に輸出される牛肉の食肉処理時月齢は、21ヵ月未満でなければならない。

アイオワ-80ビーフは調理法を問わず、ひと口目から、贅沢な食体験となります。料理をしてゆくうちに、ほのかな甘さを含んだ、深みのある豊かな香りが漂い始め、食べた瞬間、その旨みと香りが広がります。

アイオワ-80ビーフのジューシーな柔らかさに、バターのような豊かな風味が絶妙に溶け合い、グルメなあなたに至福のひとときをお約束します。抜群の特長を持つアイオワ-80ビーフは、どのような調理法にも最適です。高級レストランのおすすめメニューや、グルメな方の食卓でも十分ご満足いただけます。

アイオワ-80ビーフ認証プログラム

すべてのアイオワ-80ビーフは、最高級牛肉を生産するため、厳しい認証プログラムの基準を満たさなければなりません。

肉牛はいずれも……

- 100%アンガス種の雄牛がその種牛であることが証明されています。
- 生育履歴では出生した農場から食肉処理されるまで追跡・記録され、証明されています。
- アイオワ州の肥育場で（出荷まで）最低180日間、飼育されています。
- 最低75%がトウモロコシまたはその連産品でできている高濃度の飼料を上記の期間中に与えています。
- 月齢18ヵ月未満で食肉処理されたことが証明されています。

このプログラムでは、すべての肉牛は加工工場で他の肉牛とは別に処理されて、表示ラベルが貼られます。この制度で認定を受けたすべての枝肉は、米国農務省肉質等級基準でチョイス級の上位3分の1またはプライム級の条件を満たしていなければなりません。

また、それぞれの生産者は以下の条件を満たさなければなりません。

- アイオワ-80ビーフプログラムの研修を受ける。
- 厳しい生産基準を満たす。
- 肉牛がアイオワ-80ビーフのガイドラインを順守していることを示す書類を作成し保管する。
- 生産関連のあらゆる記録を3年間保管する。
- 年次監査・検査を受ける。

それぞれの加工業者は次の条件を満たさなければなりません。

- 米国農務省の検査を受け、肉牛から最終製品にいたるまでの履歴追跡が可能であることを示す。
- 年次監査・検査を受ける。
- 米国農務省肉質基準でチョイス級の上位3分の1またはプライム級の条件を満たす枝肉だけを選択する。

お客様がアイオワ-80ビーフを お求めになる理由

お客様は、アイオワ州で生産される牛肉の品質が良いという評判を知っているからです――実際にお試しいただければアイオワ-80ビーフがまさしく最高の牛肉であるということにお気づきいただけるでしょう。

とうもろこし飼料を使用し、非常に厳格な基準と監査の下で少量生産されるアイオワ-80ビーフ・ブランドが、米国農務省の肉質基準においてまさに最高級のアメリカ産牛肉であることを食料品店、レストラン、消費者の皆様に保証します。

アイオワ-80ビーフをお試しいただければ、それが卓越した食体験を常にもたらす最高級の牛肉であることをすぐにお分かりいただけるでしょう。

アイオワ州の最高級牛肉、

アイオワ-80ビーフをぜひお試しください。

アメリカ合衆国産

Iowa-80 Beef™（アイオワ-80ビーフ）

極上の柔らかさ。豊かな味わい。

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