



WORKSHOP ON CANADA'S ANIMAL CARE ASSESSMENT FRAMEWORK & FUTURE STRATEGIES

'WHAT WE HEARD' REPORT

The National Farm Animal Care Council

Hilton Garden Inn Ottawa Airport
Ottawa, Ontario

October 8, 2013

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ACKNOWLEDGMENT

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Opinions expressed in this document are those of the National Farm Animal Care Council (NFACC) and not necessarily those of AAFC or the Government of Canada.

Introduction

In October, 2013, the National Farm Animal Care Council (NFACC) hosted a workshop to present the final Animal Care Assessment Framework and seek input on future strategies related to animal care assessment. The assessment framework establishes a common approach for groups to follow when developing an assessment program for animal care.

Thirty seven people attended the workshop (see Appendix A) which consisted of a morning speaker session and afternoon breakout discussions. In addition to those who joined in person, 21 people from across Canada listened to the speaker portion by webinar.

Presentation topics

Implementing Codes of Practice: Canada's framework for developing animal care assessment programs

Caroline Ramsay, Coordinator, Animal Care Assessment Framework, NFACC

From a proactive Code to a proactive program: Test piloting the assessment framework

Ron Maynard, dairy producer and Vice President, Dairy Farmers of Canada

Murphy Brown's Animal Care Program: Proven strategies for program implementation

Don Butler, Vice President of Government Relations and Public Affairs for Murphy-Brown LLC

The PowerPoint presentations are provided in Appendix B.

Breakout session topics

Interactive session on animal based measures

Led by: Anne Marie de Passillé, University of British Columbia and Penny Lawlis, Ontario Ministry of Food and Agriculture and Ontario Ministry of Rural Affairs

Building a credible approach to assessor training

Led by: Jennifer Woods, J. Woods Livestock Services

Strategies for achieving buy-in and maintaining credibility

Led by: Ed Pajor, University of Calgary and Jackie Wepruk, NFACC

A summary of input from these sessions is provided in this report. This input will be used to help guide NFACC in its future work related specifically to the Animal Care Assessment Framework or to animal care assessment more generally.

Summary of takeaway messages from the breakout sessions

Session One: Interactive session on animal based measures

- Carefully chosen animal based measures are a good addition to animal care assessments.
- More awareness is needed before people will feel comfortable using animal based measures.

Session Two: Building a credible approach to assessor training

- NFACC should do a cost/benefit analysis of the three approaches to assessor training listed on page 5.
- NFACC's future discussions should focus on cost effective training strategies.

NFACC should look into the following two concepts on training:

- [Canadian Food Inspection Agency's food safety recognition program](#), which lays out expectations on assessor training.
- [PAACO](#) (especially its governance and fee structures, which some participants like)

Session Three: Strategies for achieving buy-in and maintaining credibility.

- In developing its role as an oversight body, NFACC should look at [GFSI](#) and the CFIA's food safety recognition program.
- NFACC should also look at how GFSI and the [International Organization for Standardization](#) regulate use of logos and/or how they recognize programs at different stages of development.
- NFACC should look at how GFSI and CFIA verify that a program has been implemented along with how they communicate what tier each group is at (note: some would prefer the "stages" or "phases" to the term "tier").

Regarding a fee structure associated with the assessment framework, NFACC should:

- Determine the costs associated with providing oversight and verifying that the process outlined in the assessment framework is followed.
- Look at other relevant fee structures (GFSI, PAACO).

Session 1: Interactive session on animal based measures

Note: Unlike sessions 2 and 3 (which were focused on getting input from attendees), the intention of this session was to provide useful information on how best to incorporate animal based measures (ABM) into an assessment program.

Key points from this informational session:

- Animal based measures are a direct measure of animal welfare and can be adapted to many production systems. The results of carefully chosen animal based measures indicate if there is or is not a problem. If there is a problem the results will not clarify the cause/source of the problem and further examination must be done to find the solution. Assessing animal based measures can be time consuming and attention must be given to developing efficient and adequate standard operating procedures.
- Participants were able to score different animal based measures and found it difficult to get agreement without proper training and standard operating procedures.
- Characteristics of a good animal based measure:
 - Is a valid measure (does it measure what we think it measures?)
 - Is based on science
 - Benefits the animal and the producer
 - A standard operating procedure has been developed detailing how to perform the animal based assessment
 - Thresholds are clearly defined for each animal based measure
 - Assessors must be trained and ideally the training will be validated to ensure good inter-observer reliability (are the assessments done consistently?)

Takeaway messages:

- Carefully chosen animal based measures are a good addition to animal care assessments.
- More awareness is needed before people will feel comfortable using animal based measures.

Session 2: Building a credible approach to assessor training

Background: Through its work finalizing the Animal Care Assessment Framework, the Steering Committee came to see that Canada lacks a comprehensive approach or infrastructure for assessor training (this is potentially a limiting factor for programs). In view of this, the committee advised that NFACC should facilitate future discussions on training.

The purpose of this breakout session was to get input from attendees to guide the specifics of future discussions or work on training.

What are the pros and cons of the following approaches to assessor training?

1. Each industry continues to coordinate its own training internally
2. Industries bring in an external training agency
3. A national umbrella group is established to offer training for all species (core competencies for assessors along with species-specific modules)

A few people thought that option three was desirable; others were neutral on these approaches. While many did not have strong opinions on the above options, the following pros and cons were brought forward:

	Advantages	Disadvantages
Each industry continues to coordinate its own training internally	This approach is commonly used and allows each commodity to create training that is tailored to their program	- It is a “silo” approach that is unlikely to address the issue of having an insufficient supply of trained assessors. - There could be quality control problems from this varied approach.
Industries bring in an external training agency (e.g. PAACO)	PAACO is recognized as a credible training organization. Some groups have already made use of their training programs.	Some of PAACA’s materials lack Canadian content.
A national umbrella group is established	- Could create efficiencies (e.g. an assessor could go to one organization but get training in several species (this might help build a pool of assessors) - Training could be standardized and done by a group that specializes in training	To an extent, this option was used in the context of food safety where a multi-commodity training program was developed. This system did not necessarily succeed - there was not enough demand to sustain it and it became bureaucratic.

Takeaway messages:

- NFACC should do a cost/benefit analysis of the above three options.
- NFACC’s future discussions should focus on cost effective training strategies.

Are there other existing concepts for assessor training that NFACC should look at?

Given that many expressed concerns about funding or other resources for training, it was also suggested that NFACC consider a potential partnership with a university animal science program.

Takeaway messages:

Several participants identified two concepts on training for further examination:

- Canadian Food Inspection Agency’s food safety recognition program, which lays out expectations on assessor training.
- PAACO (especially its governance and fee structures, which some participants like)

To what extent do you see training becoming a more significant component of the assessment framework?

While this was not discussed at length, many feel we should allow time for groups to use the framework before we evaluate whether training should become a more significant component of the framework (i.e. “walk before we run”).

Participants want assessor training to be self sustaining, tailored to Canada, open to other stakeholders (producers, retailers), and credible. Many agree that the quality of the assessor and their training is ultimately tied to the credibility of the program.

Veterinarians are an important resource and could potentially be involved in several aspects of assessment, including training.

Session 3: Strategies for achieving buy-in and maintaining credibility

Background: Step six of the Animal Care Assessment Framework outlines NFACC’s role as an oversight body ensuring the steps outlined in the framework are consistently followed. However, the Steering Committee has advised that further discussion is needed on:

1. **The extent to which NFACC should provide oversight** (considering resource availability; how NFACC can recognize groups as they move through the stages of implementation and, if necessary, remove NFACC’s recognition of programs; and the potential use of NFACC’s logo)
2. **The type of information about the assessment framework that will be available on NFACC’s website.**

The breakout session focused on the potential of a three tiered approach:

- Tier One – use the explanatory statement (page 11 of the assessment framework)
- Tier Two – use the approach taken by Global Food Safety Initiative (GFSI) to benchmark programs
- Tier Three – marketing based on use of the assessment framework, i.e., NFACC logo on products (*the NFACC Executive does not currently support moving in this direction*)

Participants discussed the three tiers and make other recommendations that would assist NFACC in finalizing aspects of NFACC’s future role.

Does the GFSI approach provide a good template for NFACC to follow in developing its role as an oversight body? Are there other processes that should also be explored?

Takeaway message:

- In developing its role as an oversight body, NFACC should look at GFSI and the CFIA’s food safety recognition program.

Specific comments regarding GFSI:

- GFSI is the closest approach for keeping animal care pre-competitive
- GFSI has a good record and is a global approach (and is therefore a process we may want to be consistent with)

Specific comments regarding the CFIA's food safety recognition program:

- It might be more efficient given that some commodities will offer their animal care assessment programs on the same platform as their food safety programs.
- When this recognition scheme was developed for food safety the intent was that other components of quality assurance could be added to it
- Invite CFIA to present their process to NFACC and have a commodity group familiar with the process also give a presentation on what is required for CFIA approval

The following models were also suggested as concepts NFACC should look at (we note that these were mentioned less frequently than GFSI and CFIA):

[Global Social Compliance Program](#)

[Global Dairy Platform](#)

PAACO (In addition to assessor training, PAACO also reviews assessment programs.)

Any model used needs to fit with NFACC's resources (we're building a standard-setting body without committed long term resources).

Do you agree that NFACC should avoid having its logo used on products?

Most participants agreed that the logo should not appear on products. Many felt this would help prevent animal welfare from becoming a competitive issue. However, others felt that NFACC's logo (or a newly developed logo) should eventually appear on products as a marketing tool.

Many agree that it is important that NFACC promote the framework and associated programs. It was suggested that NFACC look at other ways to ensure groups that use the framework are recognized and derive marketing benefits.

Takeaway messages:

- NFACC should also look at how GFSI and the International Organization for Standardization regulate use of logos and/or how they recognize programs at different stages of development.

Should NFACC charge a "recognition fee" for use of the NFACC designation?

Participants acknowledged that there would be fees associated with the assessment framework. However, several expressed concern about referring to this as a "recognition fee" - the key is that the fee is to cover the cost for NFACC to verify that the program development process was followed (not a fee for recognition or use of any logo).

Other comments or suggestions:

The recognition should be meaningful to consumers and benefit those using the assessment framework - again, communications with buyers will be critical.

NFACC could spread fees across its membership by embedding them into membership fees (that way buyers and others are contributing). If most commodity groups are using the

assessment framework, cost sharing makes sense, but if only a few participate then cost recovery directly from commodity may be warranted.

Some suggested using project funds to develop a program and then the cost of validating that the process was followed can be sustained by fees. Others cautioned that there are restrictions on fees you can collect while receiving project funds.

Takeaway messages:

In terms of a fee structure for NFACC's verification that the assessment framework was followed, NFACC should:

- Determine the costs associated with providing oversight and verifying that the process outlined in the assessment framework is followed.
- Look at other relevant fee structures (GFSI, PAACO).

Is making the standard reporting forms available on NFACC's website an acceptable mechanism for communicating information transparently?

A common theme was that the standard reporting form was not the ideal way to provide information about the programs (although some felt that aspects of that form could be available online).

Some believe that instead of listing the stage each group is at (or what type of assessment they're doing) NFACC should simply list key terms and explain what they mean. Others believe that NFACC could provide some details of each program provided it does not lead to unfair comparisons between programs.

Takeaway messages:

- NFACC should look at how GFSI and CFIA verify that a program has been implemented along with how they communicate what tier each group is at (note: some would prefer the "stages" or "phases" to the term "tier").

Insights might also come by looking at [EPEAT](#), a global rating system for greener electronics that has different standards for audit categories.

Appendix A

Workshop Participants

Representative	Organization
Steve Adam	Valacta
Eloualid Benabid	Olymel
Don Butler	Murphy-Brown LLC
Sherry Casey	Loblaw Companies Limited.
Erica Charlton	Canadian Poultry and Egg Processors Council
Jorge Correa	Canadian Meat Council
Anne Marie de Passillé	University of British Columbia
LeeAnn Forsythe	Ministry of Agriculture, Saskatchewan
Sylvain Fournaise	Olymel
Jennifer Gardner	Chicken Farmers of Canada
Gary Hazlewood	Canada Mink Breeders Association
Margaret Harvey	Equine Canada
Penny Lawlis	Ontario Ministry of Food and Agriculture & Ministry of Rural Affairs
Ryder Lee	Canadian Cattlemen's Association
Steve Leech	Chicken Farmers of Canada
Heather Mak	Retail Council of Canada
Ron Maynard	Dairy Farmers of Canada
Colleen McElwain	Turkey Farmers of Canada
Thomas McLellan	Canada Mink Breeders Association
Julie Ménard	F Ménard Agromex
Chris Nash	Egg Farmers of Canada
Sophie Neveux	Canadian Hatching Egg Producers
Ed Pajor	University of Calgary
Corlena Patterson	Canadian Sheep Federation
Kaley Pugh	Saskatchewan Society for the Prevention of Cruelty to Animals
Caroline Ramsay	National Farm Animal Care Council
Vic Redekop	Turkey Farmers of Canada
Reg Schellenberg	Canadian Cattlemen's Association
Catherine Scovil	Canadian Pork Council
Mikki Shatosky	National Farm Animal Care Council
Warren Skippon	Canadian Veterinary Medical Association
Hélène Trépanier	Ministère de l'Agriculture, des Pêcheries et de l'Alimentation

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David Trus	Agriculture and Agri-Food Canada
Geoff Urton	British Columbia Society for the Prevention of Cruelty to Animals & Canadian Federation of Humane Societies
Claude Vielfaure	Hylife
Jackie Wepruk	National Farm Animal Care Council
Jennifer Woods	J. Woods Livestock Services

Appendix B - Workshop Presentations



NATIONAL FARM ANIMAL CARE COUNCIL
CONSEIL NATIONAL POUR LES SOINS AUX ANIMAUX D'ÉLEVAGE



**Implementing Codes of Practice:
Canada's framework for developing
animal care assessment programs**

*National Farm Animal Care Council Workshop
Ottawa, Ontario*
October 8, 2013

*a project made possible through Agriculture and Agri-Food Canada's Agricultural Flexibility Fund

Presentation Overview

- ▶ The aim of my talk is to present the new Animal Care Assessment Framework
 - ▶ **Who** developed it?; **Who** is it for?
 - ▶ **What** is the Animal Care Assessment Framework?
 - ▶ **Why** was this national process created?
 - ▶ **How** has the assessment framework been revised since 2011?



The Who...



Steering Committee (March 2011 – December 2013)

Researchers

- ▶ Anne Marie de Passillé, Agriculture & Agri-Food Canada
- ▶ Ed Pajor, University of Calgary
- ▶ Tina Widowski, University of Guelph

Auditors

- ▶ Jennifer Woods, J. Woods Livestock Services
- ▶ Penny Lawlis, Ontario Ministry of Agriculture & Food and Ministry of Rural Affairs

Representatives of those who will be assessed

- ▶ Catherine Scovil, Canadian Pork Council
- ▶ David Murray, Dairy Farmers of Canada
- ▶ Pierre Lampron, Dairy Farmers of Canada
- ▶ Jennifer Gardner, Chicken Farmers of Canada
- ▶ Ryder Lee, Canadian Cattlemen's Association

Representatives of those looking for proof of adherence to Codes

- ▶ Geoff Urton, Canadian Federation of Humane Societies (BC SPCA)
- ▶ Jorge Correa, Canadian Meat Council
- ▶ Sherry Casey, Loblaw Companies Ltd





The What...



Animal Care Assessment Framework

- ▶ A credible, nationally coordinated process to follow when developing an assessment program based on Codes of Practice

Outline of the document

- ▶ **Section 1 – the steps to follow**
 - ▶ **Steps 1-3**
 - ▶ Roles, responsibilities and other considerations
 - ▶ **Steps 4 and 5**
 - ▶ Developing the program content
 - ▶ **Step 6**
 - ▶ Reporting to NFAAC
- ▶ **Section 2 – Supplementary information and resources**
 - ▶ Principles for program implementation
 - ▶ Considerations relative to training
 - ▶ Appendices



The Why...



Why Develop an Animal Care Assessment Framework?

Strengths and opportunities of having a national framework

- ▶ Avoids competition between programs developed according to the framework
- ▶ Provides a common approach for all commodities
- ▶ Facilitates communications
- ▶ Makes it easier to develop a program (incorporate lessons learned)
- ▶ Establish Canada's own direction on animal welfare assessment

Weaknesses and threats of having a national framework

- ▶ Removes some flexibility in how programs are created
- ▶ Could it require major changes to existing programs?
- ▶ What if the retail and foodservice sectors do not support the framework?
- ▶ It will exist in a competitive environment – animal welfare is becoming competitive (trade implications?)



Why Develop an Animal Care Assessment Framework?

Broad objectives for the assessment framework

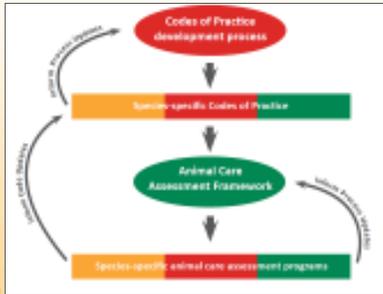
- ▶ Facilitate the implementation of Codes by providing an informed framework and useful resources
- ▶ Enhance the transparency, legitimacy and credibility of assessment programs developed according to the framework
- ▶ Ensure consistency of communications along the value chain
- ▶ Further develop Canada's cooperative approach to farm animal care, an approach that can be communicated nationally and internationally, and that builds upon existing initiatives

Other key points

- ▶ Builds upon processes already used to create programs
- ▶ A balance between consistency and flexibility
- ▶ Written for use by any farmed animal industry
- ▶ Many aspects of assessment are still quite theoretical



Why Develop an Animal Care Assessment Framework?



The How...

(...and a little bit more on the What)



Animal Care Assessment Framework

Main components of this multi-year project

- ▶ Two stakeholders' workshops
- ▶ A test pilot of the draft by Dairy Farmers of Canada
- ▶ Input from a Retail/Foodservice Advisory Committee



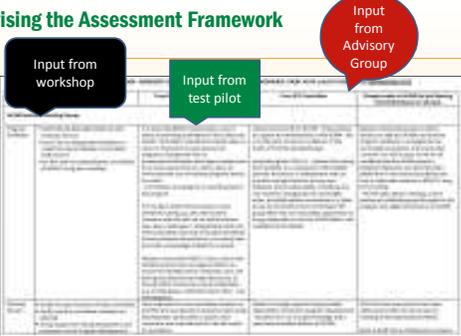
Stakeholders' workshop (2011)



DFC test pilot the draft assessment framework (training session, 2013)



Revising the Assessment Framework



Input from workshop

Input from test pilot

Input from Advisory Group



Revising the Assessment Framework

Key feedback from the workshop

- ▶ Agreement on the need for a national framework
- ▶ Active discussion on what such a process should entail
- ▶ Strong support for the goals of the framework
- ▶ Consensus that Codes must be the foundation
- ▶ Include measurable components
- ▶ Establish progressive but achievable targets
- ▶ Be written with various production systems in mind
- ▶ LOTS of specific ideas on how to improve the draft... (more on that later)



"A Code of Practice that reflects the needs of all stakeholders facilitates the development of assessment programs that reflect the needs of stakeholders."



Revising the Assessment Framework

Key messages from Retail/Foodservice Advisory Committee

- ▶ Overall, they support the initiative to create a national process
- ▶ It is vital that we demonstrate Codes have been implemented
- ▶ A key to the credibility of the process is that multiple stakeholders are involved
- ▶ Support involvement of NFACC as an independent body providing oversight



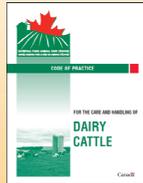
"The value in this approach to retailers and foodservice companies is that it outlines a credible, multi-stakeholder process that confers credibility on commodity groups using it."
David Smith, committee member from 2011-2013



Revising the Assessment Framework

Key feedback from the test pilot of the draft assessment framework

- ▶ Need to streamline the committees involved
- ▶ Clarify the section on how to develop program content
- ▶ NFACC's involvement is valuable
- ▶ Stay tuned - Ron Maynard's presentation will provide more insight!



Animal Care Assessment Framework

Highlights from Steps 1 - 3

- ▶ Program Coordinator
 - ▶ Reports to the commodity association and provides updates to NFACC detailing that the process is being followed
 - ▶ Terms of reference describes the role in greater detail
- ▶ Program Development Team
 - ▶ Develops the program content based on the principles and process outlined in the Animal Care Assessment Framework and using information contained in the relevant Code of Practice



Animal Care Assessment Framework

The Program Development Team must include

- ▶ Farmer representatives with knowledge of all types of production systems
- ▶ Assessor, preferably with experience in the relevant species
- ▶ Animal welfare scientist with expertise in assessment and knowledge of the Canadian industry
- ▶ Commodity association staff (national and/or provincial)
- ▶ Retail or foodservice representative
- ▶ Animal welfare representative
- ▶ Veterinary practitioner with expertise in the species



Animal Care Assessment Framework

A few changes made based on feedback

- ✓ Clarify the role of the Program Coordinator and Program Development Team
- ✓ Explain how committee members will be selected (process should be rigorous so each person can ably represent their organization)
- ✓ Streamline the two committees into one for a more efficient yet still credible process



Animal Care Assessment Framework

Highlights from Steps 4 and 5

- ▶ **Program Content – Key principles for all programs to meet**
 - ▶ All Code Requirements applicable to the relevant stage of production must be evaluated within the program as mandatory Critical Areas of Management
 - ▶ Must include all three types of assessment measures (i.e., animal- or outcome-based; input- or resource-based; and management-based)
 - ▶ Assessment measures must be practical and explain how the measures are linked to improved welfare, better productivity or other benefits
 - ▶ Performance target or critical level given within a Code requirement must be included in the program
 - ▶ Clear sampling procedures must be established



Animal Care Assessment Framework

A few changes made based on feedback

- ✓ Use simpler terminology – harmonize with terms used in the Codes and Code development process
- ✓ Add a glossary
- ✓ Add a section on sampling procedures
- ✓ Ensure a degree of consistency in how Codes are used
- ✓ Define what rigorous looks like for program content



Animal Care Assessment Framework

Highlights from Step 6 – Reporting to NFACC

- Standard reporting form
- Open line of communication between the Program Coordinator, the commodity association and NFACC
- Once NFACC has determined that all procedural requirements were appropriately met, it will advise NFACC's Board, and NFACC will then support the program and recognize its use of the Animal Care Assessment Framework

"The content of the <name of program> has been independently reviewed by the National Farm Animal Care Council and found to have met all requirements outlined in Canada's Animal Care Assessment Framework. This national framework was developed by consensus among multiple stakeholders and sets a credible process for developing animal care assessment programs based on Codes of Practice. More information is available at www.nfacc.ca."



Animal Care Assessment Framework

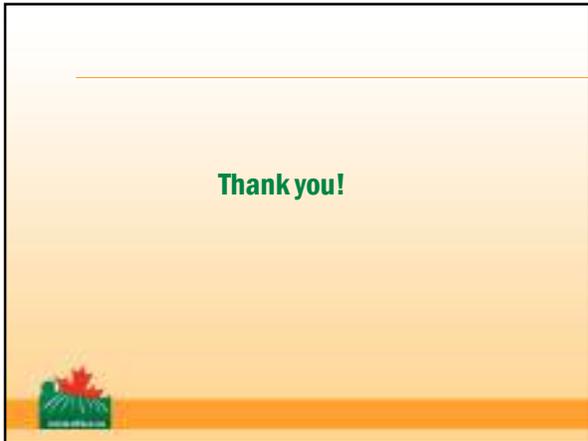
A few changes made based on feedback

- ✓ Keep this step simple (avoid bureaucracy)
- ✓ Add a section on withdrawal of the designation
- ✓ Give consideration to programs that are revised

A few remaining questions for this section

- ▶ Who at NFACC will review the standard reporting form?
- ▶ What criteria would we use to determine if a revision to a program triggers the need to go through the process again?
- ▶ What information should be available on NFACC's website?
- ▶ What are the most effective communication strategies for NFACC to promote the framework and associated programs?





NATIONAL FARM ANIMAL CARE COUNCIL
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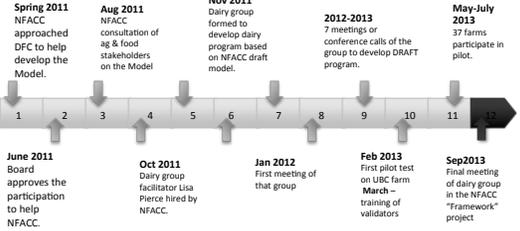


Dairy Animal Care Assessment Program

Implementing the Dairy Code –
Mooving Ahead with Animal Care
October 9, 2013

Ron Maynard – Dairy Program Chair

How did this all come about?



Spring 2011
NFACC approached DFC to help develop the Model.

Aug 2011
NFACC consultation of ag & food stakeholders on the Model.

June 2011
Board approves the participation to help NFACC.

Oct 2011
Dairy group facilitator Lisa Pierce hired by NFACC.

Nov 2011
Dairy group formed to develop dairy program based on NFACC draft model.

Jan 2012
First meeting of that group.

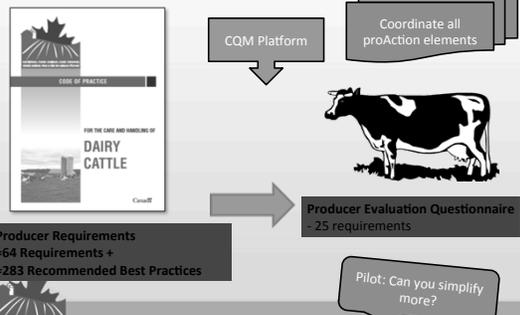
2012-2013
7 meetings or conference calls of the group to develop DRAFT program.

Feb 2013
First pilot test on UBC farm
March – training of validators

May-July 2013
37 farms participate in pilot.

Sep 2013
Final meeting of dairy group in the NFACC "Framework" project.

Assessing The Dairy Code of Practice



Code of Practice
FOR THE CARE AND WELFARE OF DAIRY CATTLE

Producer Requirements
=64 Requirements +
=283 Recommended Best Practices

CQM Platform

Coordinate all proAction elements

Producer Evaluation Questionnaire
- 25 requirements

Pilot: Can you simplify more?

How do we assess or measure each of the 25 requirements?

You manage what you measure.
Temple Grandin



Our first challenge

Dairy Code was developed in 2008-09 without the development of an assurance program in mind.

HOW do we *measure* if farmers meet requirements?

Dairy Code was not developed using formal risk assessment approach, unlike CQM*

*CQM – Canadian Quality Milk is the on-farm food safety program for dairy



So how should we measure animal care, well-being?

- ▶ DFC has a long tradition of funding research
- ▶ **Animal Care** is a key priority area
- ▶ So we asked respected dairy welfare researchers to look at the Code and how they would measure animal care
- ▶ This research has considerably helped the dairy committee in its work in terms of suggesting “animal based measures” (*ex: injury, cleanliness*)
- ▶ These measures cover several Code requirements
- ▶ Adding management practices that are useful on farms to ensure consistency among practices of different family members and other employees.



CQM

- ▶ With CQM, we already measure critical control points that could pose a risk to food safety – such as the temperature of the milk and the wash water.
- ▶ We have an independent validators' network



DFC already has a network for validating CQM

- ▶ A national network of validators check and certify farms for following the *Canadian Quality Milk* program
- ▶ Developing key points that can be assessed by these validators would complement the management and animal based measures.
- ▶ We want these validators to have a role in delivering the animal care assessment program – to avoid multiple auditors going on farms.
- ▶ We want to take advantage of this network to integrate traceability, quality and biosecurity measures as well. We believe in having one integrated program of farm practices that speak to quality and sustainability.



NFACC Framework for developing assessments

NFACC believes that an assessment program, based on Code of Practice should bring the following benefits:

1. Facilitate and accelerate technology transfer on farms
2. Provide **assurances** to buyers
3. **Celebrate achievements** of farmers, assist them in meeting their management goals for animal health, care & welfare
4. Provide a mechanism for **continuous improvement** in animal care and welfare
5. Inform future changes to the Codes of Practice.



Dairy perspective on these benefits (1)

1. We are interested in providing **assurances** to buyers
 - » We think farmers should lead in defining sustainability and quality, with experts in their industry.
 - » Yet we see various initiatives being undertaken by food businesses...
2. **Celebrate achievements** of farmers, assist them in meeting their management goals for animal health, care & welfare
 - » Gain for farmers: increased productivity
 - » Collective gain for marketing: independent certification is a way to reinforce the image of Canadian dairy products



Continuous Improvement

Continuous improvement is key in the dairy industry

- » Farmers already committed to animal care
- » Fact: healthy, comfortable cows produce more milk – and of higher quality.
- » *A stressed cow will not meet her genetic potential*



What is DFC's priorities for the assessment program?

Establishment of program priorities – are we trying to address the 'problem' farms or move the entire industry forward?

Or both?!



Dairy's Perspective on Benefits (2)

- 3. Provide a mechanism for **continuous improvement** in animal care and welfare
 - ▶ Dairy leaders have decided the program will be implemented on **all** farms.
 - ▶ The first two years on farms: benchmarking. Advice, training, education offered.
 - ▶ We need to first help the farms that need to improve most – those the research shows to be the “bottom 25%”
 - ▶ Education, training, consistent advice are crucial

- 4. **Tech transfer** fits well as research and experience will inform future changes to the Code of Practice. That is continuous improvement.



Test pilot of the Draft Assessment Program

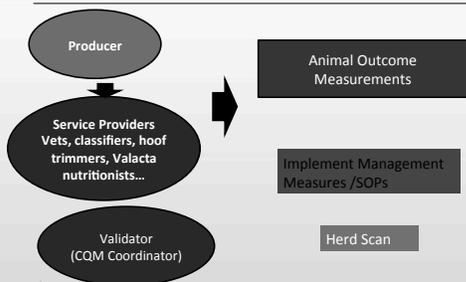
- ▶ We relied on volunteers to participate in the test pilot
- ▶ ‘In general, producers in the pilot saw why we want to do this...’
- ▶ Farmers’ impressions
 - ▶ *‘How many times do I have to be judged?’*
 - ▶ *‘This is interesting way to evaluate, I will use that on my farm!’*
 - ▶ *‘I am actually doing a good job and you have confirmed it.’*

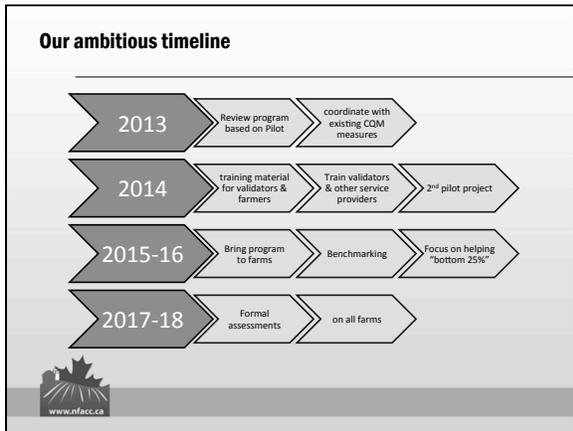
Key lesson learned:

- ▶ Need to work with veterinarians, breed association / classifiers, other stakeholders to tap in their expertise and discuss their role in this program and assuring animal welfare generally
- ▶ This was a “test pilot of the test pilot”
- ▶ Let’s take time to work this out and test pilot again, to get it right!



People to involve in 2nd test pilot





The Dairy Team

We had a big team involved in the development of the dairy assessment program, they all worked hard a brought valuable insight to the process.

- ▶ Farmers, producer staff, CQM coordinators, processor,
- ▶ Researchers, veterinarians, retail representatives
- ▶ Canadian Federation of Humane Societies
- ▶ NFACC

A big Thank you for your valuable input!

Managing Animal Care at Murphy-Brown
Proven Strategies for Program Implementation

Don Butler
*Vice President of Government Relations and Public Affairs
Murphy-Brown LLC*

*Presentation to National Farm Animal Care Council Workshop
Ontario, Canada*

Who is Murphy-Brown LLC ?

- Livestock production subsidiary of Smithfield Foods
- World's largest pork producer
- 845,000 sows in production in US
- 16M+ market hogs annually
- Production in 12 states in US
- 5,000 employees
- Vertically integrated

Why we developed program

- Acknowledged that the world has changed
- Accept moral responsibility to treat animals with respect and care
- Ensure animal well-being-zero tolerance for neglect or abuse-consequences for bad behavior (policy, sound practices, verification, corrective actions)
- Chart our own course-responsibly (state our commitments clearly, carry them out and verify with objective evidence)
- Always be honest (acknowledge when things go wrong, investigate, analyze findings and corrective actions)
- Recognize need for more transparency with stakeholders
- Don't rely on science alone to protect us. We can't win emotional debates with scientific data. We use science as a foundation but we also address emotional aspects.

Exhibits A, B and C



Who are the stakeholders?

- Livestock producers
- Packers and processors
- Nutritionists
- Retailers
- Restaurants
- Meat eaters (96% of consumers)
- Animal welfare groups (care about well being)
- Vegan activists (no use of animals for food)
- Animal rights groups (no human use of animals/ same rights as people)

What Managing Animal Care Means to Murphy-Brown

- All animals treated with respect
- Guided by clear Animal Care Policy
- Employees trained, responsible and accountable
- Managed by Animal Care Committee
- Every Pig, Every Pen, Every Day
- Animals Safe, Comfortable and Healthy
- Internal and External Audits
- Credibility

Animal Care Policy

Murphy-Brown is committed to being a leader in responsible animal care practices, to humanely produce wholesome food products for our customers, and to analyze our operations and practices to ensure continual improvement. Murphy-Brown is committed to providing:

Shelter that is designed, maintained, and operated to provide a physical environment that meets the animals' needs.

Access to adequate water and high quality feed to meet animal nutritional requirements.

Humane treatment of its animals that enhances their well-being and complies with all applicable laws and regulations.

Identification and appropriate treatment of animals in need of health care.

Use of humane methods to euthanize sick or injured animals not responding to care and treatment.

Policy statement-continued

- Adherence to the principles of this policy is a responsibility and requirement of those that interact with animals that are wholly owned by Murphy-Brown. Willful neglect or abuse of animals will not be tolerated and will result in immediate termination. Offenders may also be subject to criminal prosecution.
- Murphy-Brown's Animal Care Policy is provided to its associates and is available to the public.

How We Built Our Animal Care Program

- 2003-Made management decision to establish comprehensive Animal Care Program
- Created Animal Care Committee
- Assembled the best expertise
- Created MB Animal Care Policy
- Comprehensive review of all aspects of production from animal care perspective

How we did it-cont.

- Identified areas for improvement/change
- Rewrote SOPs where needed (prod use, husbandry, euthanasia, loading, space allowance, body condition scoring, facilities & equipment assessment etc.)
- Retrained employees
- Developed animal care audit instrument and program

How we did it-cont.

- Hired outside expert to train internal animal care auditors
- Established AC internal audit schedule-every farm-every year
- Conducted one year of benchmarking internal audits
- Established baseline for audit scoring
- Fine tuned audit instrument
- Developed data base for AC audits results

Analyzing results

- Compiling and organizing audit data
- Measuring performance against benchmark
- Calibrating auditors
- Management review
- Third party auditor analysis
- Corrective actions
- Continual improvement

Third Party Audits

- Assess the adequacy and effectiveness of the MB Animal Care program
- Statistically valid random sampling of farms
- Unannounced audits
- Identify areas of non-conformance
- Identify opportunities for improvement
- Ensures credibility

Safe, Comfortable and healthy!!



Questions?
