



Candidate Bulletin of Information

The vision for the National Pork Board is to elevate U.S. pork as the global protein of choice by continuously and collaboratively working to do what's right for people, pigs and the planet.

In support of professionalism National Pork Board will provide US Pork Producers a professional certification program to verify that individuals employ the Ethical Principles for U.S. Pork Producers to:

- Produce safe food
- Protect and promote animal well-being
- Ensure practices that protect public health
- Safeguard natural resources in all of our practices
- Provide a work environment that is safe and consistent with our other ethical principles
- Contribute to a better quality of life in our communities

HISTORY

The eligibility requirements and assessments (written examination and work experience form) for the Certified Swine Manager (CSM) program were developed based on a review of the workforce development needs of U.S. pork producers and the current job roles of swine managers. Managers from all production phases, veterinarians and Human Resource Managers defined competencies, knowledge and skills required to master key task in pork production. Thus, the content of the examination and the work experience form is designed to reflect the day-to-day job requirements of swine managers nationwide.

Based on the initial research conducted, it was determined that two certifications would be created:

- Certified Swine Manager – Reproduction
- Certified Swine Manager – Wean to Finish

To achieve the certification, candidates must pass a written examination and their employer must verify, through completion of a work experience form, that candidates have demonstrated the required swine manager competencies on the job. The content outline for each examination can be found on page 6. The competencies which must be verified for each certification are listed in Appendixes A and B.

The examination questions are written by instructors of swine management courses and reviewed by a panel of production managers prior to being selected for the examination. After the examination, the questions are analyzed statistically to identify any hidden flaws. Questions that appear to be flawed are discussed to determine if they should be deleted from scoring entirely or if credit should be given for more than one answer. Individual questions that have been shown by statistical analysis to be unclear or unfair are modified or deleted from the examination question pool.

The examination question pool for the CSM program and the required competencies will be updated on a regular basis to ensure that they reflect current practices.

What is the purpose of credentialing?

The objectives of the CSM program are to:

- Define the competencies, knowledge, skills required in pork production; and
- Establish a system to: (a) verify that individuals have acquired the knowledge necessary to successfully master required competencies and (b) recognize these individuals.

The National Pork Board (NPB), with the assistance and advice of professionals in relevant fields, has attempted to develop credentials that will recognize accepted levels of expertise for swine managers with the goal of improving professional standards in the pork production. However, no credentialing program can guarantee professional competence. In addition, given the frequent changes in industry practices and relevant codes and regulations, NPB cannot warrant that the assessments used will at all times reflect the most current state of the art. NPB welcomes constructive comments and suggestions from swine managers, employers, and employees.

What are the benefits of certification?

<p>The potential benefits of certification for swine managers include:</p> <ul style="list-style-type: none">• Proof that you possess specific knowledge, skills and competencies to effectively perform essential job duties in swine production.• Verification of your knowledge by an independent organization Professional growth and development• Enhanced job opportunities	<p>The potential benefits of certification for employers/producers include:</p> <ul style="list-style-type: none">• Provide employees professional development options• Further existing Training Programs• Use in employment decisions• Less training time needed to bring employees “up to speed”• Customer Satisfaction• Demonstrates commitment to do what is right
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GETTING READY FOR THE EXAMINATION

Who can take the examination?

You are eligible to register for the examination if you meet the following requirements:

1. You are age 18 years or older.
2. You are PQA certified.
3. You are currently working in swine production.

OR You have taken the Professional Swine Manager Education Program courses

OR You have completed the USCPE Swine Science Online Certificate program

Although not required, it is recommended that you have at least 2080 hours of work experience in swine production PRIOR to taking the examination.

How much does it cost?

At this time there is no charge to become a Certified Swine Manager.

How do I register?

You must complete an online application to register for the examination. Go to www.pork.org/csm. Please read all the information included and follow all instructions carefully.

Applicants will identify and provide contact information for a production supervisor to be present during and to proctor the exam. The production supervisor will also complete work experience evaluation.

When your application has been reviewed and accepted, you will receive an e-mail acknowledging the acceptance of your application and your name will be entered on the roster of eligible candidates. NOTE: You must take the examination within 30 days of receiving this acknowledgement.

If for any reason you have registered but are unable to take the examination within 30 days of your registration date and you wish to take the examination at a future date, you must meet all eligibility requirements in effect at the time of the application plus complete a new application form.

When is the examination given?

The examination will be available at your work site on the dates specified on your verification email from National Pork Board.

What is the format for the examination?

Your supervisor will be provided an access code which must be entered prior to application taking the exam. You will take the examination in a single, 3-hour session. The examination will have 150 multiple-choice questions. Each question contains four options or choices, only one of which is the correct or best answer. You will be asked to select the correct or best answer from these options.

What do I need to know for the examination?

Examination Content Outline

The following chart outline of the eight major knowledge areas covered on the examination, with an indication of the approximate percentage of the examination devoted to each area.

Percentage of Topic Areas Per Exam	Reproduction	Wean to Finish
General production practices—practices common across all production phases and industry overview	6%	6%
Animal handling and welfare	5%	5%
Human relations, employee management and farm safety	16%	21%
Phase specific production management	36%	27%
Facility operations – ventilation systems and controls, feeding and watering systems, environmental and nutrient management	22%	26%
Swine health and biosecurity	8%	8%
Record systems – production records, economics, marketing and troubleshooting	7%	7%
TOTAL	100%	100%

Sample Question

What is the objective of an acclimation period for new gilts?	A. Blend gilts into the rotation	B. Provide boar exposure	C. Begin exposure to diseases present on the farm	D. Take animals to a greater weight	Correct answer: C
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References

The following is a list of references that may be helpful in reviewing for the examination. This list is intended for use as a study aid only. NPB does not intend the list to imply endorsement of these specific references, nor are the examination questions necessarily taken from these sources.

Certified Swine Manger Reference Pork.org/CSM

Professional Swine Manager courses Pork.org/PSM

How do I prepare for the examination?

The National Pork Board offers the following suggestions for preparing for the examination:

1. Review the examination content outline and ask yourself the following questions:

- Do I have a good understanding of each knowledge area?
- Do I use this knowledge regularly at work?

Plan your studies based on your answers to these questions. For example, for knowledge areas that you have a good understanding of and use every day may require only a quick review to prepare for the examination. However, you may need more in-depth study or training before taking the examination for areas with which you are less familiar.

When planning your studying, you should also think about what percentage of the examination questions will cover each major knowledge area (page 5). If you are not very familiar with a knowledge area that will include a significant proportion of the examination questions, you probably should spend some additional time studying this area.

2. Decide which resources will best help you to prepare for the examination. The references listed on page 6 of this Bulletin may be helpful when you are reviewing the content areas included on the examination. (NOTE: The listing of these references is intended for use as a study aid only. NPB does not intend the list to imply endorsement of specific texts, nor are the questions on the examination taken directly from these texts.)

You may choose to study on your own or you may decide to take a course or enroll in other educational or training programs to gain a better understanding of one or more knowledge areas. Swine Science Online (SSO) is an acceptable course listing at universities. Information on SSO can be found at www.swinescienceonline.com. Professional Swine Manager (PSM) education program is also available online through various community colleges. Information on PSM can be found at www.pork.org/PSM. If you know other swine producers in your area who are taking the examination, you may want to form a study group.

TAKING THE EXAMINATION

What are the requirements during the examination?

All tests will be proctored by a designated supervisor of applicant. Supervisor will be identified and contact information provided NPB prior to taking the exam. Supervisor will be required to log in and provide an access code provided by NPB. Upon successful entry of access code by Supervisor, applicant will enter their username and password to begin the test.

Applicant will have 3 hours to complete the exam. No reference materials will be allowed during the exam period. High speed internet access is recommended to avoid connection issues. If you lose internet connection, you will have to notify the Pork Board's Pork Checkoff Service Center at (800) 456-7675 to be re-added to a new exam session.

Irregularities observed during the examination may be sufficient cause to end your participation in the examination, or to invalidate or cancel your scores. Examples of this include creating a disturbance, giving or receiving unauthorized information/aid to or from other test takers or attempting to remove notes from the testing room. Irregularities may be identified by observation or suspicion by the test proctors or may be evidenced by subsequent statistical analysis of your answers. NPB reserves the right to investigate each incident of misconduct or irregularity.

Before you take the examination, you will be asked to agree to the following statement:

Due to the confidential nature of this examination, I agree that I will not copy examination questions or transmit them in any form to any other person or organization.

If you do not agree to this statement, you may be dismissed from testing or your examination results may be invalidated.

The theft or attempted theft of the examination or the copying or disclosure of examination questions is punishable by law.

How are special testing arrangements made?

NPB will make reasonable efforts to accommodate eligible candidates, who provide documented evidence of their disability or need for special arrangements, with auxiliary aids and services that do not present an undue burden to NPB and do not fundamentally alter the measurement of the knowledge the assessment is intended to test. If you require special testing arrangements, you must inform NPB of your needs in writing at least 4 weeks prior to the scheduled test date. Send special testing arrangements request to:

National Pork Board
Attn: Service Center
P.O. Box 9114
Des Moines, IA 50306-9725

How is the examination scored?

Your performance on the examination will be measured against predetermined competencies, knowledge and skills. These define the level knowledge that can reasonably be expected of individuals with basic competence in the job role. You will NOT be measured against the performance of the other individuals taking the examination. The passing scores for the NPB examinations are set by national panels of swine managers and swine educators. These individuals review each examination question, evaluate the difficulty of the question, and make a judgment as to how an individual with basic competence would perform on the question. These judgments are analyzed statistically to determine the passing score. Until a sufficient number of applicants to conduct a statistical analysis of the exam, the initial passing score will be 70%, or 105 correct answers out of a 150 item exam.

What information will I receive about my score?

Upon completion of the exam, you will receive your total score and a diagnostic report showing your performance in each knowledge area.

If you fail the examination, you will be notified of your score and the minimum score required to pass. This information is provided to assist you in deciding whether to retake the examination and how to plan your study efforts for future examinations.

Request for Hand Scoring

If you fail the test, you may ask that your examination be rescored by hand to verify the reported score. Requests must be in writing and must be accompanied by payment of a hand scoring fee of \$50. Requests for hand scoring can be honored only up to six (6) months after the testing date. Send rescoring request to:

National Pork Board
Attn: Service Center
P.O. Box 9114
Des Moines, IA 50306-9725

Cancellation of Scores

If, for any reason, you decide that you do not want your score reported, you may follow either of two procedures:

1. Tell a test proctor before leaving the test site that you wish to cancel your scores, and complete and sign a score cancellation form.
2. Send a written request to the National Pork Board requesting cancellation of your scores. Your written request must be signed and received within five days after the date of the examination.

A canceled score will not be reported to you, nor will a record be kept of your examination results. To retake the examination after a score cancellation, a new application must be submitted and you must meet all eligibility requirements in effect at the time of the application.

Retaking the Examination

There is no limit on the number of times that you may apply for and take the examination. A new application form and all applicable fees must be submitted each time re-examination is requested and you must meet all eligibility requirements in effect at the time of the application.

DOCUMENTING YOUR WORK EXPERIENCE

What is the work experience requirement?

You must demonstrate that you have successfully applied required management skills in a production setting. To meet this requirement, your supervisor must complete a checklist confirming that you have mastered the core competencies required of managers in pork production. (See appendix A and B)

Before applying for certification, it is recommended that you familiarize yourself with the required competencies and for each competency, make a judgment as to whether you have mastered the competency. It also may be helpful to review the competency list with your supervisor and obtain feedback from him/her as to whether you might benefit from additional experience, education, or training in any of the competencies prior to beginning the certification process.

What procedures must be followed to document my work experience?

Upon passing the written exam, you must arrange for your supervisor to complete and submit a work experience evaluation located in the Certified Swine Manager website. The supervisor will rate you on your ability to complete a list of task associated with each of two certifications; Reproduction and Wean to Finish. Rating of 0 to 4 will be tallied. Ratings are defined as:

- Score 0 – Has not completed this task.
- Score 1 – Must receive direct supervision to accomplish task.
- Score 2 – Task accomplished with monitoring by supervisor.
- Score 3 – Task independently accomplished with no supervision.

Upon completion of the work experience form, your supervisor will submit the document for scoring. Individual work experience ratings will be provided each applicant.

Until a sufficient number of applicants to conduct a statistical analysis of the work experience rating form, the initial passing score will be 85 percent of the total points available for each certification work experience.

Upon successful completion of both examination and work experience evaluation, status as a Certified Swine Manager will be granted to the applicant.

If your work experience score is insufficient for certification, you will be notified of your score. This information is provided to assist you in deciding on whether to resubmit and how to plan your work efforts to acquire the experience needed for certification.

Work experience must be resubmitted within 6 months from the date you completed the certification examination. If work experience is not resubmitted within 6 months from certification test date, your application will be closed. If your application is closed, a new application form and all applicable fees must be submitted and you must meet all eligibility requirements in effect at the time of the reapplication.

AFTER THE CERTIFICATION HAS BEEN EARNED

Guidelines for use of the CSM credential

Candidates who pass the examination and meet the work experience requirement will receive a certificate suitable for framing.

Successful candidates may designate their certified status on letterhead, resumes, websites, etc., either by using the full title of the designation or inserting the abbreviation of the designation after their names. Acceptable titles and abbreviations are limited to the following: CSM-R, CSM-WF

- Certified Swine Manager – Reproduction
- Certified Swine Manager – Wean to Finish

The designation title and abbreviation may not be used to imply that an organization or other entity is approved or certified.

Recertification Requirements

The CSM certifications are time-limited credentials covering a period of three (3) years. In order to maintain the credential, holders of a CSM certification are required to fulfill recertification requirements every three (3) years. The goal of the recertification process is to enhance the continued competence of swine managers.

To maintain your certified status, you must submit an application documenting that you have completed 30 hours of continuing education in swine production management. Qualifying education include events sponsored by National and State Pork producer associations, PQA Plus® training, TQA® training, allied industry, internal company events, and University Extension. One hour of education is equal to one hour of education session time. Time for meals and breaks are not included. Form and fees will be submitted on line.

Nondiscrimination Policy

NPB does not discriminate against any person on the basis of age, gender, sexual orientation, race, religion, national origin, medical condition, physical disability, or marital status.

APPENDIX A: REPRODUCTION WORK EXPERIENCE

Work Experience Status-Reproduction Certified Swine Manager Certification Program	
Score 0 Has not completed this task	
Score 1 Must receive direct supervision to accomplish task	
Score 2 Task accomplished with monitoring by supervisor	
Score 3 Task independently accomplished with no supervision	
General Production Practices-practices common across all production phases and industry overview	
Competency 10 Establish, modify and ensure that Standard Operating Procedures (SOPs) are developed and followed	
Schedule and conduct training	
Verify and document employee understanding and application of the SOPs	
Establish monitoring system to assure consistency and accountability	
Provide recommendations for SOP modification	
Competency 49 Maintain and monitor inventory, order supplies and feed	
Monitor usage of feed and supplies	
Perform and review cost analysis for supplies	
Compile request for supplies, place orders, confirm orders and delivery	
Competency 51 Direct department housekeeping and maintenance	
Identify general maintenance needs	
Schedule and implement preventative maintenance and housekeeping activities	
Establish a facility protocol to maintain personal hygiene	
Competency 52 Train employees to monitor and maintain building hygiene	
Clean “human” areas, including offices, restrooms, showers and walkways	
Implement pest control practices	
Scrape and clean aisles and pens	
Score for General Production	0

Animal Handling and Welfare	
Competency 20 Establish culture to promote and protect animal well-being	
Monitor employees to assure animals are provided feed, water and environment that promotes animal well-being	
Monitor employees to assure that proper care, handling and transportation for pigs at each stage of life are provided	
Schedule site assessments	
Schedule and verify staff are trained and certified in Pork Quality Assurance® and Transporter Quality Assurance®	
Establish and monitor on farm euthanasia policies and protocols	
Instruct, document and verify swine care, handling and treatment protocols are implemented	
Competency 31 Train, monitor and supervise employees and provide documentation for proper handling and transport of animals	
Establish and monitor training of employees to handle pigs of various types and sizes	
Train, provide and assure use of personal protective and animal handling equipment	
Determine building and equipment setup to move animals	
Schedule animal movement	
Supervise loading and unloading of pigs at various sizes	
Verify assessments of animal's fitness to transport	
Verify biosecurity protocols are followed	
Score for Animal Handling and Welfare	0

Human Relations, Employee Management and Farm Safety	
Competency 2 Develop and implement administrative policies and procedures addressing employment, legal and regulatory requirements for all farm staff	
Provide resources and support to answer compensation questions by employees	
Conduct training on company policies and procedures (employee handbook)	
Monitor employees to assure company policy and procedures are followed	
Complete and provide all required personnel documents and records as requested	
Understand and train employees on farm policy and procedures which address laws and regulations on animal abuse, environmental contamination, employee rights, food safety and public health	
Competency 4 Recruit, interview, hire or establish business relationship with employees	
State and incorporate Ethical Principles throughout daily operations	
Assist in development and review of position announcements and job descriptions	
Recruit and evaluate applicants	
Conduct comprehensive interviews and complete required documentation	
Competency 5 Communicates with team members, within and outside the organization	
Identify and communicate relevant information appropriate to team members	
Communicate company operational goals, plans and methods	
Listen to the employees for input, ideas and suggestions	
Schedule and lead employees meetings	
Resolve conflicts between employees	
Competency 6 Trains and develops new employees	
Identify training needs	
Adapt and implement training/coaching techniques	
Evaluate trainings impact on employees learning and behavior change	
Evaluate training impact on farm business performance	
Track and document all staff training and individual development plans	
Monitor employees' adherence to protocols	
Schedule and provide feedback to employees for continuous improvement	
Competency 8 Implements comprehensive farm safety program	
Conduct farm safety program and facility audits	
Train employees to follow safety procedures and practices and to recognize unsafe conditions	
Gather safety data and complete required documentation and records	
Observe employees in their daily routine to recognize safe behaviors and provide corrective actions when needed	
Competency 15 Coordinate schedules of department leaders and technicians	
Organize and coordinate staff meetings	
Create and monitor implementation of work schedule	
Verify tasks accomplished and determine variations from expectations	
Evaluate and modify schedules per conditions and work accomplished	

Competency 18 Conduct employee evaluations and performance reviews	
Follows procedures to manage employee performance	
Schedule and conduct performance appraisals for goals, job performance, duties and responsibilities	
Provide positive responses and, where necessary, offer constructive criticism with potential solutions and timeline for implementation	
Complete and document all components of evaluations and performance reviews	
Competency 19 Conduct employee discipline	
Follow progressive discipline steps	
Complete required documentation	
Define and implement corrective action	
Score for Human Relations, Employee Management and Farm Safety	0

Sow Farm Management - Farrowing Management/Breeding Herd Management	
Competency 21 Coordinates flow, barn organization and schedule animal movements	
Monitor and interpret records	
Schedule time and conduct discussions with staff to develop and follow work plan to achieve farm goals	
Monitor and communicate status, requirements and plans to achieve targets	
Evaluate and monitor results of work activities	
Develop schedules for gilt replacements, cull loads and weaned pigs	
Develop and communicate production flow schedule, gilt and sow placement	
Set farrowing and breeding targets	
Schedule marketing or animal movement	
Competency 22 Organize and supervise movement of bred females	
Move sows safely between breeding, gestation and farrowing areas	
Assure breeding card follows sows through farrowing, breeding and gestation	
Move animals to appropriate place in barn flow	
Competency 23 Manage gilt pool	
Calculate gilt pool needs based on available sows weaned, replacement rates and gilt utilization rates	
Plan and schedule gilt introduction	
Manage gilt pool size to meet targets	
Prepare and manage isolation area	
Administer injections, veterinary treatments and medication	
Provide appropriate boar exposure	
Identify and record onset of estrus (heat)	
Competency 24 Train employees on farrowing the sow	
Monitor and supervise employees to assure protocols are followed	
Complete farrowing data records	
Set up equipment and have supplies cleaned and ready	
Recognize imminent signs of farrowing	
Identify sows that are in distress and determine when additional assistance is necessary	
Induce farrowing (labor)	
Administer oxytocin as needed	
Assist sows-pull pigs	
Legibly and accurately record farrowing data	
Recognize savaging, remove piglets until sow finishes farrowing	

Competency 26 Identify and manage cull animal loads	
Differentiate between a cull and a sow to be euthanized	
Determine and communicate number of available sows and gilts for culling to management or buyers	
Verify and determine that sow records are accurate	
Verify date of which withdrawal times are complete	
Adjust feed consumption to maximize salvage value	
Organize and ship culls	
Competency 27 Identify and organize wean groups	
Differentiate between full value and under value pigs	
Determine and establish weaning targets	
Competency 28 Wean piglets	
Legible, accurate and thoroughly record weaning data	
Set up and prepare facilities to wean piglets	
Schedule, organize and move weaned pigs and sows	
Competency 32 Train employees to clean and prepare farrowing room	
Breakdown equipment and prepare for power washing	
Use power washer according to farm protocol	
Process techniques to clean, disinfect and dry building and equipment	
Reassemble equipment	
Competency 34 Conduct daily barn observations of lactating sows and piglets	
Get each sow up and check waterers	
Observe and evaluate condition and health status of every animal daily	
Follow farm protocols to maximize feed intake	
Evaluate and make appropriate adjustments for air temperature and zone heating	
Complete individual animal and barn records per farm protocol	
Recognize and record incidence of fever, mastitis, constipation, abrasions, discharge, ulcers, general unsoundness, prolapses, lameness, injuries and off feed sows	
Recognize signs and symptoms of inadequate milk production	
Administer medications and treatment per instructions and withdrawal times	
Know and follow procedures for dealing with dead or non-ambulatory animals	
Identify pig comfort	
Identify and care for disadvantaged or sick piglets	
Keep records on piglets' health challenges and treatment	
Identify, record and treat piglet abnormalities	
Apply farm euthanasia protocols	
Competency 38 Train employees, monitor and verify practices to assure estrus detection (heat-checking)	

Provide boar exposure	
Identify and mark sows in estrus (heat)	
Identify candidates for breeding group composition (gilts, delayed cycling sows, recycles, normal wean sows, etc.)	
Record heat and onset of estrous	
Competency 39 Train employees, supervise and conduct pregnancy testing/checking	
Properly use pregnancy checking instrument and recording results	
Maintain barn organization and placement of pregnant and open sows	
Competency 40 Supervise and assure breeding and insemination processes are performed per farm protocol	
Direct farm breeding protocols	
Prepare supplies	
Stimulate female animals during insemination	
Compile department breeding records	
Move semen from the storage unit to the site of utilization	
Successfully inseminate females meeting breeding targets	
Competency 41 Determine needs and order semen and breeding supplies	
Anticipate number of single/multiple breeds for the week	
Determine number of total doses needed for ordering	
Submit supply order	
Competency 42 Manage semen inventory	
Assure inventory is managed per farm protocols	
Maintain temperature log	
Follow biosecurity protocol	
Discard outdated semen	
Determine quantities of semen needed	
Competency 43 Prepare the order of farrowing supplies	
Determine number of doses of medication and treatments needed, plus additional supplies	
Submit supply order	
Competency 45 Supervise day one pig care	
Monitor and supervise employees to assure protocols are followed	
Dry and warm pigs immediately after birth	
Utilize zone heating (heat lamps, heat mats, hot boxes, brooders) to keep piglets warm and safe	
Ensure colostrum intake, help piglets nurse	
Apply effective cross fostering techniques	
Assure documentation required on day one is recorded	
Competency 46 Supervise and monitor processing piglets	
Assure technician follows farm protocol and antiseptic techniques for piglet processing	

Complete documentation on sow cards	
Follow proper vaccination and iron shot techniques	
Repair ruptures	
Competency 47 Evaluate body condition score and adjust feeding program	
Monitor and verify employees are using body condition scoring guide and scoring animals accurately	
Determine feed amounts and adjust feeding according to body condition status	
Competency 48 Train employees to feed and water sows, gilts and piglets	
Ensure every animal is fed correctly	
Adjust feeders and remove spoiled and/or old feed	
Identify off feed animals	
Monitor water availability	
Score for Sow Farm Management	0

Facility Operations - Ventilation Systems & Controls/Feeding & Watering Systems	
Competency 14 Train employees, oversee and implement emergency procedures	
Train employees on operation of equipment in emergency situations	
Designate location of emergency exits, fire extinguishers and tornado shelter areas	
Designate staff to receive training and maintain status as emergency first aid provider	
Assure first aid kits, fire extinguishers and alarms are in place, stocked and functional	
Train employees on emergency plan implementation for injuries, fire, tornado, power failure, and hurricanes	
Conduct emergency drills to evaluate response time and adherence to procedures	
Complete all required documentation per emergency situation	
Competency 54 Develop and direct maintenance program for all farm systems	
Maintain inventory of critical equipment	
Schedule and document preventative and regular maintenance and repair activities	
Establish reporting mechanisms for facility status and repairs needed	
Train and evaluate staff to recognize normal and abnormal conditions	
Competency 56 Understand, operate and troubleshoot feed systems	
Assure every animal is fed the appropriate amount each day	
Monitor feed delivery, feed drops and feed quantity	
Follow maintenance schedule for cleaning and lubrication	
Adjust feed dispensers according to body condition score and stage of gestation	
Check equipment to ensure good repair	
Competency 57 Understand, operate and troubleshoot watering system	
Monitor flow rates, medication level and water consumption	
Adjust waterer height and flow rate	
Competency 56 Understand, operate and troubleshoot feed systems	
Assure every animal is fed the appropriate amount each day	
Monitor feed delivery, feed drops and feed quantity	
Follow maintenance schedule for cleaning and lubrication	
Adjust feed dispensers according to body condition score and stage of gestation	
Check equipment to ensure good repair	
Competency 57 Understand, operate and troubleshoot watering system	
Monitor flow rates, medication level and water consumption	
Adjust waterer height and flow rate	

Competency 58 Understand, operate and troubleshoot ventilation, heating and cooling systems	
Assess air quality, humidity, temperature and air movement based on animal and worker comfort	
Adjust ventilation and temperature control equipment, including fans, curtains, controllers, thermostats, drip systems, cool cells, etc.	
Anticipate, adjust and set up ventilation equipment for seasonal variations	
Record and monitor high low temperatures, humidity and gases	
Monitor fan speeds and inlet direction	
Monitor heater and/or burner combustion	
Clean heater (igniters, high limit switches) and fan system components	
Lubricate as appropriate	
Competency 59 Understand, operate and troubleshoot manure management system	
Monitor manure level and capacity	
Report gas and odor	
Competency 60 Understand, operate and troubleshoot alarm and emergency system	
Monitor, test, reset and arm system as recommended	
Reset and arm the alarm system	
Monitor emergency generator fuel, oil and coolant system	
Adjust high/low temperature emergency range as per farm protocol or as appropriate for stage of production	
Score for Facility Operations	0

Swine Health & Biosecurity	
Competency 11 Create, evaluate, train employees, adjust and ensure compliance with security and biosecurity protocols	
Create and adjust with herd veterinarian all security and biosecurity procedures and protocols	
Train employees to follow all security and biosecurity procedures and protocols	
Maintain clean dirty line (animals and people) and farm barriers	
Monitor personnel entry and exit practices	
Know and observe down time	
Adhere to procedures for products and equipment entering a farm	
Manage mortalities	
Follow biosecurity protocols to load and ship pigs	
Assure guidelines to shower in and out of farms are followed	
Report breeches in security and biosecurity protocols	
Competency 12 Initiate valid veterinarian/client/patient relationship (VCPR) and construct health protocols	
Identify at risk and sick animals	
Communicate health status to management and veterinarian	
Record and document vaccination and medication activity	
Prepare and utilize feedback	
Follow label directions to administer medication and adhere to usage and withdrawal times	
Monitor staff to assure medications are identified, stored, inventoried and handled properly	
Monitor and verify humane euthanasia techniques and proper dead animal disposal procedures are followed	
Review production indicators, vaccination protocols and current health status with veterinarian	
Create farm protocol for rodent control	
Score for Swine health & Biosecurity	0

Record Systems - Production records, economics, marketing, troubleshooting	
Competency 16 Compile production and financial data, generate reports, ensure data integrity, and maintain accurate animal inventories in all phases of the farm	
Monitor inputs	
Monitor animal weights and feed intake	
Know and monitor key production indicators affecting cost of production	
Compile and enter production and financial data	
Review and evaluate data for accuracy, errors and omissions	
Reconcile errors and omissions with department leaders	
Generate and analyze reports	
Maintain and confirm accuracy of inventories	
Evaluate targets established versus actual achievements	
Establish and monitor individual department production goals	
Set time to listen to employees for feedback and input on targets	
Competency 61 Develop solutions to problems within the production system	
Identify deviations from the norm in achieving production targets	
Identify cause of problem	
Develop solutions with measurable outcomes	
Implement solutions	
Evaluate effectiveness of solution implemented	
Score for Record Systems	0
Total Score	0

APPENDIX B: WEAN TO FINISH WORK EXPERIENCE

Work Experience Status-Wean-to-Finish Certified Swine Manager Certification Program	
Score 0 Has not completed this task	
Score 1 Must receive direct supervision to accomplish task	
Score 2 Task accomplished with monitoring by supervisor	
Score 3 Task independently accomplished with no supervision	
General Production Practice - practices common across all production phases and industry overview	
Competency 10 Establish, modify and ensure that Standard Operating Procedures (SOPs) are developed and followed	
Schedule and conduct training	
Verify and document employees/contract growers understanding and application of the SOPs	
Establish monitoring system to assure consistency and accountability	
Provide recommendations for SOP modification	
Competency 49 Maintain and monitor inventory, order supplies and feed	
Monitor usage of feed and supplies	
Perform and reviews cost analysis for supplies	
Compile request for supplies, place orders, confirm orders and delivery	
Competency 51 Direct housekeeping and maintenance	
Identify general maintenance needs	
Schedule and implement preventative maintenance and housekeeping activities	
Establish a facility protocol to maintain personal hygiene	
Competency 52 Train employees/contract growers to monitor and maintain building hygiene	
Clean “human” areas, including offices, restrooms, showers and walkways	
Implement pest controls practices	
Scrape and clean aisles and pens	
Score for General Production	0

Animal Handling and Welfare	
Competency 20 Establish culture to promote and protect animal well-being	
Monitor employees/contract growers to assure animals are provided feed, water and environment that promotes the animal well-being	
Schedule site assessments	
Provide and schedule training so employees/contract growers are trained and certified in Pork Quality Assurance® and Transporter Quality Assurance®	
Establish and monitor on farm euthanasia policies and protocols	
Competency 31 Train, monitor and supervise employees/contract growers and provide documentation for proper handling and transport of animals	
Instruct, document and verify swine care and handling protocols are implemented	
Establish and monitor training of employees/contract growers to handle pigs of various types and sizes	
Train, provide and assure use of personal protective and animal handling equipment	
Determine building and equipment setup to move animals	
Schedule animal movement	
Supervise loading and unloading of pigs at various sizes	
Verify assessments of animal's fitness to transport	
Verify handling tools and equipment are available and in operating condition	
Verify biosecurity protocols are followed	
Review handling and transportation laws and regulations with employee/contract grower	
Score for Animal Handling and Welfare	0

Human Relations, Employee Management and Farm Safety	
Competency 2 Implement administrative policies and procedures addressing employment, legal and regulatory requirements for all employees/contract growers	
Provide resources and support to answer compensation questions by employees/contract growers	
Provide resources and support to answer contract growers' legal and contract questions	
Conduct training on company policies and procedures (employee handbook)	
Monitor and document employees/contract growers to assure company policy and procedures are followed	
Complete and provide all required personnel documents and records as requested	
Understand and train employees/contract growers on farm policy and procedures which address laws and regulations on animal abuse, environmental contamination, employee rights, food safety and public health	
Competency 4 Recruit, interview, hire and establish business relationships with employees/contract growers	
State and incorporate Ethical Principles throughout daily operations	
Assist in development and review of position announcements and job descriptions	
Recruit and evaluate applicants/contract growers	
Conduct comprehensive interviews and complete required documentation	
Competency 5 Communicate with team members/contract growers within and outside the organization	
Identify and communicate relevant information appropriate to team members/contract growers	
Communicate company operational goals, plans and methods	
Listen to the employees/contract growers for input, ideas and suggestions	
Schedule and lead employees/contract growers meetings	
Resolve conflicts between employees and contract growers	
Competency 6 Train and develop new employees/contract growers	
Identify training needs	
Adapt and implement training/coaching techniques	
Evaluate trainings impact on employees/contract growers learning and behavior change	
Evaluate training impact on farm business performance	
Track and document all staff training and individual development plans	
Monitor employees/contract growers' adherence to protocols	
Schedule and provide feedback to employees/contract growers for continuous improvement	
Competency 8 Assist in implementation of comprehensive farm safety program	
Conduct farm safety program and facility audits	
Train employees/contract growers to follow safety procedures and practices and to recognize unsafe conditions	
Gather safety data and complete required documentation and records	
Observe employees/contract growers in their daily routine to recognize safe behaviors and provide corrective actions when needed	

Competency 15 Coordinate schedules of department staff, growers and contractors	
Organize and coordinate staff/grower meetings	
Create and monitor implementation of work schedule	
Verify tasks accomplished and determine variations from expectations	
Evaluate and modify schedules per conditions and work accomplished	
Competency 18 Conduct employees/contract growers' evaluations and performance reviews	
Schedule and conduct performance appraisals for goals, job performance, duties and responsibilities	
Provide positive responses and offer constructive criticism when necessary with potential solutions and timeline for implementation	
Complete and document all components of evaluations and performance reviews	
Competency 19 Conduct employee discipline	
Follow progressive discipline steps	
Complete required documentation	
Define and implement corrective action	
Score for Human Relations, Employee Management and Farm Safety	0

Wean-to-Finish Management	
Competency 21 Coordinate flow, barn organization and schedule animal movements	
Monitor and interpret records	
Schedule time and conduct discussions with staff to develop and follow work plan to achieve farm goals	
Monitor and communicate status, requirements and plans to achieve targets	
Evaluate and monitor results of work activities	
Schedule animal movement	
Determine and monitor pig inventory in and out of farm	
Calculate normal weight gains at different growth stages	
Coordinate close outs with feed availability	
Competency 32 Train employees/contract growers to clean, prepare and set up nursery or wean-to-finish barns to receive pigs	
Check equipment to ensure it's in good repair	
Break down equipment and prepare for power washing	
Use power washer according to farm protocol	
Process techniques to clean, disinfect and dry building and equipment	
Reassemble equipment to receive weaned pigs	
Set ventilation and equipment to farm protocol	
Set up equipment for zone heating per farm protocol and equipment used	
Monitor temperature and preheating	
Competency 29 Train employees/contract growers to receive, sort and start pigs	
Provide starter feeds per farm protocol	
Assure water availability and adequate flow rate	
Assure supplemental heat is functioning properly and provide appropriate zone environment	
Receive, move, sort, size, sex and handle pigs appropriately	
Follow appropriate farm protocol for injured, sick and dead animals	
Identify and record substandard pigs on receiving documents	
Collect and record pigs placed and conditions at placement	
Competency 30 Oversee Marketing	
Monitor feed consumption/days on feed	
Select market hogs per specifications.	
Identify hogs by size weight	
Identify non-market hogs	
Evaluate harvest reports to assess accuracy of selection process	
Review harvest reports with employees/contract growers	
Anticipate and forecast sales	
Monitor feed consumption/days on feed/budget accuracy	

Competency 36 Train employees to observe nursery pigs and walk pens	
Identify pig comfort	
Monitor and record temperatures	
Account for and monitor feed availability and water flow	
Identify and provide care for sick, injured and fallback animals	
Keep proper records on pigs' health challenges and treatments	
Identify, record and treat pigs abnormalities (rupture, spray legs, etc.)	
Apply farm euthanasia protocols	
Read labels to verify proper usage and withdrawal times for medications used	
Administer medications	
Identify abnormal situations with animals and/or environment	
Competency 48 Train employees/contract growers to feed and water animals	
Establish and implement feed budgets	
Ensure every animal is fed correctly	
Remove spoiled and/or old feed	
Identify off feed animals	
Monitor water availability	
Provide fresh creep feed at appropriate time and quantity	
Follow feed budget and monitor feed consumption	
Competency 53 Conducts site visits	
Convey farm priorities and provide follow-up support	
Communicate current status and recommendations with employees/contract growers	
Integrate site visit into farm production schedule to monitor key activities	
Develop work expectation and schedules to meet production flow needs	
Monitor adherence to Standard Operating Procedures	
Monitor and evaluate pig health	
Ensure treatment protocols are implemented	
Monitor biosecurity	
Confirm withdrawal times have been met	
Complete site visit report with assessments and action items	
Review site visit report with employees or contract growers	
Score for Wean to Finish Management	0

Facility Operations - Ventilation Systems & Controls/Feeding & Watering Systems	
Competency 14 Train employees/contract growers on overseeing and implementing emergency procedures	
Train employees/contract growers on operation of equipment in emergency situations	
Designate location of emergency exits, fire extinguishers and tornado shelter areas	
Designate personnel to receive training and maintain status as emergency first aid provider	
Assure first aid kits, fire extinguishers and alarms are in place, stocked and functional	
Train employees on emergency plan implementation for injuries, fire, tornado, power failure and hurricanes	
Conduct emergency drills to evaluate response time and adherence to procedures	
Complete all required documentation per emergency situation	
Competency 54 Develop and direct maintenance program for all farm systems	
Maintain inventory of critical equipment	
Check equipment to ensure good repair	
Schedule and document preventative and regular maintenance and repair activities	
Establish reporting mechanisms for facility status and repairs needed	
Train and evaluate staff/contract growers to recognize normal and abnormal conditions	
Competency 56 Understand, operate and troubleshoot feed systems	
Assure every animal is fed the appropriate amount each day	
Monitor feed delivery, feed drops, feed quantity and quality	
Follow maintenance schedule for cleaning and lubrication	
Adjust feeders to allow appropriate amounts of feed to avoid wastage	
Competency 57 Understand, operate and troubleshoot watering system	
Monitor flow rates, medication level and water consumption	
Adjust waterer height and flow rate	
Operate medicator to delivery prescribed treatment levels	
Competency 58 Understand, operate and troubleshoot ventilation, heating and cooling systems	
Assess air quality, humidity, temperature and movement based on animal and worker comfort	
Adjust ventilation and temperature control equipment, including fans, curtains, controllers, thermostats, drip systems, cool cells, etc.	
Anticipate, adjust and set up ventilation equipment for seasonal variations	
Record and monitor high and low temperatures, humidity and gases	
Monitor fan speeds and inlet direction	
Monitor heater and or burner combustion	
Clean heater (igniters, high limit switches) and fan system components	
Lubricate as appropriate	
Competency 59 Understand, operate and troubleshoot manure management system	
Monitor manure level and capacity	
Report gas and odor	
Competency 60 Understand, operate and troubleshoot alarm and emergency system	

Monitor, test, reset and arm system as recommended	
Reset and arm the alarm system	
Monitor emergency generator fuel, oil, and coolant system	
Adjust high/low temperature emergency range as per farm protocol or as appropriate for stage of production	
Score for Facility Operations	0

Swine Health and Biosecurity	
Competency 11 Create, evaluate, train employees and ensure compliance with security and biosecurity protocols	
Create and adjust with herd veterinarian all security and bio-security procedures and protocols	
Train employees/contract growers to follow all security and biosecurity procedures and protocols	
Maintain clean dirty line (animals and people) and farm barriers	
Monitor personnel entry and exit practices	
Know and observe down time	
Adhere to procedures for products and equipment entering a farm	
Manage mortalities	
Follow biosecurity protocols to load and ship pigs	
Report breeches in security and biosecurity protocols	
Competency 12 Initiate valid veterinarian/client/patient relationship (VCPR) and construct health protocols.	
Identify at risk and sick animals	
Communicate health status to management and veterinarian	
Record and document vaccination and medication activity	
Follow label directions to administer medication and adhere to usage and withdrawal times	
Monitor employees/contract growers to assures medications are identified, stored, inventoried and handled properly	
Monitor and verify humane euthanasia techniques and proper dead animal disposal procedures are followed	
Review production indicators, vaccination protocols and current health status with veterinarian	
Create farm protocol for rodent control	
Score for Swine Health and Biosecurity	0

Record Systems - Production records, economics, marketing, troubleshooting	
Competency 16 Compile production and financial data, generate reports, ensure data integrity and maintain accurate animal inventories	
Monitor animal weights and feed intake	
Know and monitor key production indicators affecting cost of production	
Compile and enter production and financial data	
Review and evaluate data for accuracy, errors and omissions	
Reconcile errors and omissions	
Generate and analyze reports	
Maintain and confirm accuracy of inventories	
Review production benchmarks and set targets	
Develop and deliver closeout reports	
Evaluate targets established versus actual achievements	
Set time to listen to employees/contract growers for feedback and input on targets	
Monitor fallout data and information	
Competency 61 Develop solutions to problems within the production system	
Identify deviations from the norm in achieving production targets	
Identify gaps between current and desired production status	
Identify cause of problem	
Develop solutions with measurable outcomes	
Implement solutions	
Evaluate effectiveness of solution implemented	
Score for Record Systems	0
Total Score	0



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