

method of operations were consistent with these principles. For further information, excerpts from the report of the MCA Policy Study Committee were reported on briefly by the Secretary and a copy is enclosed with these minutes.

Nominating Committee

A Nominating Committee, composed of J. T. Castles, Chairman, Donald M. Joseph and Henry Avery, was appointed to nominate five new Committee members. They were asked to have a report ready for consideration by the Committee in the May 2 meeting.

The Secretary advised that H. R. Dinges of Spencer Chemical Co. had been assigned new duties and, no longer being in the Plastics Division, had resigned from the Committee.

Financial Package

The Secretary reported that budgeted activities were running within the forecast and there would be a modest surplus, since it appeared the Underwriters' smoke project was not moving as fast as anticipated. Funds for the SPE Engineering Handbook had not been required during the fiscal year (the money was diverted to the building standards survey); accordingly, \$10,000 for that project and \$15,000 for a new fundamental research project, as agreed upon in a previous meeting, are to be included in next year's Package. At this time, no estimates are possible on what may be required for building standards, and it was agreed that this must await the Yankelovich report before budgeting for the next fiscal year on this part of the plastics program could be established.

Next Meeting

The next meeting of the Committee was scheduled for 10:00 A.M. at Springfield, N. J., May 2, 1963.

The Committee was joined at luncheon by MCA President, General J. E. Hull; Assistant to the President, General George H. Decker; and General Counsel, Lloyd Symington.

Respectfully submitted,

F. H. Carman
F. H. Carman
Committee Secretary

FHC:amm
Enclosures
April 10, 1963

cc: Mr. Lloyd Symington

CMA 078545

Search For Management Division
Niel Yankelovich, Inc.
1 Madison Avenue
New York 22, New York

Job #926
March, 1963

TRADE ASSOCIATIONS

History of adoption of standards program and documentation of all major changes in scope (broader or narrower).

Initial weaknesses of program.

Present standards and certification program.

Extent of industry participation

Costs

Organizational set-up.

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• Nature of standards (i.e., how tests are devised, type of tests used to establish standards, use of other institutions' established tests--American Standard Association, A.S.T.M., SAE, etc., extent of physical facilities used for testing).

Attitudes toward and use of the program on the part of:

• Manufacturers

• Distributors, retailers, etc.

• Users or consumers

. Nature of standards (i.e., how tests are devised, type of tests used to establish standards, use of other institutions' established tests--American Standard Association, A.S.T.M., SAE, etc., extent of physical facilities used for testing).

. Attitudes toward and use of the program on the part of:

. Manufacturers

Distributors, retailers, etc.

sers or consumers

-3-

Effect of the program on industry sales.

Future plans for the program.

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Manufacturing Chemists' Association, Inc.

Excerpts from
REPORT OF MCA POLICY STUDY COMMITTEE

January 1963

BASIC OBJECTIVES OF MCA

1. Saving Money - To conduct or sponsor lawful activities designed to achieve worthwhile savings to Association members where individual company efforts cannot effectively accomplish the desired result.

Background comment: Evidently, if by a certain expenditure of effort by, or under the auspices of, the Association, the member companies can make worthwhile savings, greater than they could make on their own, the pursuit of these is a desirable objective. There is ample evidence that substantial savings are in fact being made in this way.

2. Safety and Environment - To provide leadership and guidance and undertake programs to improve the chemical industry's service to the public by developing and promoting safe practices in the manufacture, transportation, handling, and use of chemicals and chemical products which will benefit both the chemical industry and the community.

Background comment: The need to work for safety and the avoidance of pollution in the manufacture and transportation of chemicals and of products made with chemicals has long been plain. Moreover, with the increasing output of chemical substances, together with the widening spread of uses and proliferation of products, we find that the appropriateness of introducing many of these into the environment is questioned. While there can be little doubt that these concerns often tend to be exaggerated, it is clearly in the interests of the industry to see that the benefits provided by our products are offset by the minimum deleterious side effects to man and his environment.

3. Public Affairs - To provide leadership in developing and maintaining a clear and favorable image of the chemical industry and the part it plays in our national, state, and local economy; and in appropriate, timely and effective manner make known the accomplishments, views and recommendations of the industry to those outside the industry, whose actions, decisions and actions affect the industry.

Background comment: The previous two objectives cover mainly what are usually referred to as the technical activities of the Association, these being the things that the Association does to assist the industry in its actual operations. The third objective deals broadly with the field

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ould ease somewhat the pressure for Board membership, and it cannot but
ive many directors a greater participation in Association affairs.

Following on from (d) we believe that there is also a further need
in for contact between the committees and the member companies. Particular
a- for member companies not represented on the Board, it is most difficult to
ason- at a real feeling for what goes into these programs.

We recommend that the Association institute a meeting, of about one
ay's duration to be held once a year, attendance at which would be limited
o executive contacts of member companies, and representatives of the
various committees. The purpose of this meeting would be to enable the
he responsible executives from member companies to hear from the committees
at regarding their programs and accomplishments. By limiting attendance as
as recommended, the groups should be small enough to make question-and-answer
aimed periods fruitful.

In order to provide coordination, policy guidance, and unity of pur-
se where such is required, the MCA staff should meet once a year with
committee chairmen as a group.

We believe that committees, after consultation with the staff, should
within the general ground rules, and subject to Board approval) determine
their size and select their members. Committees should exercise diligence
to insure that qualified members are chosen to serve, and should initiate
t proposals to eliminate people who do not carry their share of the work.

There is a desire on the part of certain committees to be informed,
promptly as possible by the staff, of state and local legislative activ-
ties that appear to be of significance in relation to their programs. It
t- seems reasonable to us that this be done.

Committee service, as we inferred earlier, is often a substantial
tribution and something for which members certainly deserve some appro-
o- priate recognition. Several suggestions were passed on to the management
to how this might be done, and we hope that the Association will choose
1 to pursue the thought.

Whether or not MCA as a whole continues to set up Policy Study com-
ct- mittees such as this, the review of committees, in some form such as
1- adopted here, should be carried on at regular intervals, say every two or
st- three years, to see whether an adequate and necessary function is being
re- performed and whether adequate staff servicing is being provided.

(k) A review of the nature of the work of the various committees shows that most of them engage in activities that involve more than one of MCA's main organizational branches. While it is usually true that the committees that are working on the "Save Money" objective (for instance Mechanical Technical, Plastics, Research, Traffic, etc.) fall naturally within the "technical" branch of the MCA organization, and can pursue their work with a minimum of involvement with such things as Public or Government Relations, this is usually not so when we come to committees pursuing the "Environmental" objective (for example Air and Water Pollution, Food Additives, LAPI, Safety, etc.). These latter committees deal with subjects that can be quite technical in content, yet of considerable interest to Government Relations, Public Relations, or both. The same is often true, of course, for committees working on the "Public Affairs" objective (for example International Trade, Public Relations, Tax Policy, Patent, etc.).

As a result of this, it is apparent that while most MCA committees are "functional" from the committee point of view, they tend to be multifunctional when viewed from the standpoint of the functional divisions of the MCA staff organization. In other words, most of the committees do not fit neatly within the sphere of responsibility of any one of MCA's organizational branches.

It would thus seem likely to be a mistake if one tends to think of a committee as "belonging" to some branch or another of the MCA organization (for instance the branch in which the committee's staff secretary works). This might lead on to the assumption that this branch of the organization should be responsible for all the committee's doings, which cannot really be so, as explained above. Actually, in general, committees "belong" to MCA as a whole, rather than to its departments, and the staff secretary, when serving a certain committee, pretty much has to wear a non-departmental hat for the time, and represent whatever branch of the MCA organization is appropriate to the subject matter.

We mention all this not with the idea that there is anything very new about it, but because multifunctional problems of this sort are often quite difficult ones, while the resultant need for coordination can be a formidable consumer of time. The organization has already been hard at work to develop flexible practices and attitudes in dealing with this kind of problem, and our committee endorses these efforts wholeheartedly.

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February 20, 1963

CMA 078552