Monsanto

FROM (NAME & LOCATION) C. O. Hoyer, St. Louis, Mo.

DATE : December 1, 1966 CC:

SUBJECT :

REFERENCE :

TO : HOLDERS OF THE MANAGEMENT GUIDE

Recently announced changes to organization and approved changes in policy are attached for inclusion in your copy of the Management Guide. Outlined below is a brief summary of the highlights of these changes.

ORGANIZATION

The introduction (page C-III-1) for the operating divisions section of the Guide and the position descriptions for the general managers were revised to reflect the establishment of the position - senior vice president, Operations.

The directors of certain central departments now report both administratively and functionally to the vice president, Administration. Changes were made in the following position descriptions to reflect the new reporting arrangement:

Director of Central Engineering
Director of Central Personnel
Director of Distribution
Director of Medical
Director of Purchasing

The Director of Corporate Profit Improvement now reports to the vice president, Administration.

POLICY

Principal changes are the following:

Organization Chart Policy, D-I-3 - New policy defined.

Emergency Press Coverage, D-II-13 - Requires that the senior vice president, Operations be notified under the emergency press coverage procedure.

Division Commercial Development Activities, D-IV-1 - Changes to approved major new enterprise projects require clearance of the concerned Executive Committee member.

Commercial Development Beyond the Divisions' Area of Interest, D-IV-2 - Changes in new ventures projects require clearance with the concerned member of the Executive Committee.

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Product Lines, D-VI-1 - Assignment of a major product or product line requires action by the senior vice president, Operations.

Transfer of Products Between Divisions, D-VI-2 - Policy statement reworded to conform with the Controller's Bulletin 15-7.

Selection of Plant Sites, Joint Occupancy, Plant Inspections, D-VI-4 and D-VI-7- Policy statement revised to show responsibility of the senior vice president, Operations in these areas.

Sample Recording Center, D-X-5 - Additional policy further clarifying responsibilities of the Sample Recording Center with regard to recording of data on new materials and release of new material samples.

CORPORATE PROCEDURES

A list of corporate procedures is being issued as part of the Management Guide, Section G.

Worldwide Business Planning - A new corporate procedure to establish the responsibility for the development and implementation of worldwide product, market and customer strategies.

Please place the material attached in your Guide in the appropriate sections and destroy the material removed.

C. O. Moyer
Assistant to the President

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Production Control

Manufacturing is scheduled to maintain optimum operational levels. Experimental production projects are scheduled to minimize interference with regular production.

Finished Goods Inventory Management

To facilitate customer service and/or for economies in manufacturing/distribution, finished goods are warehoused at plant locations and in marketing areas. Also, appropriate quantities and types of finished goods inventories are maintained at locations remote from the plants in order to improve security and provide for current and future competitive pressures. The manufacturing departments are responsible for seeing that customer requirements are met by maintaining on-time shipments and superior service. The types, amounts and locations of inventories to be maintained at non-plant warehouses and bulk terminals and the management of these non-plant facilities are determined by mutual agreement between the manufacturing and marketing departments.

Plant Security

Property and products are protected against theft, trespassing or malicious or unlawful damage of any kind. Employes are also protected against unlawful acts and traffic hazards. Adequate plant guard forces are maintained for these protection and security purposes. Plant guards are furnished uniforms and may wear sidearms while on duty at the discretion of the respective directors, Manufacturing or plant managers. Operating areas are fenced, grounds and buildings are patrolled, access to plant premises is limited to authorized persons and vehicles, and lock-and-key controls are maintained.

All confidential information - drawings, specifications and operating procedures - are adequately protected. Company personnel requiring access to this type of information for the conduct of their work have ready access through established procedures. Outside contractors or vendors may obtain essential information for supplying or executing work through the same procedures.

All confidential plant information requested by outside contractors or vendors for display purposes is released only by the director, Manufacturing or plant manager concerned, with due regard for security and in accordance with release procedures.

See the Security Manual, Section F of this manual, for further details.

Process Toxicity

To safeguard the health of employes, appropriate toxicological tests and studies are required for any new product or product change reaching

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the application stage, for process trials or modifications, for any chemical materials not previously used, and for projects which may involve nealth hazards to employes or customers. Such evaluations are conducted under the direction of the Medical Department on the basis of appropriate divisional and/or departmental procedures.

Waste Disposal

The utmost precaution must be observed in the design of facilities and in operation of processes to ensure that effluents, wastes, fumes, dusts and vapors discharged from facilities do not create a public nuisance. To preserve public health and aquatic life, such discharges are monitored in observance of atmospheric and stream pollution standards. Control responsibility and authority is assigned to the operating division responsible for each plant site. The Medical Department provides overall company appraisal and consultation with appropriate federal and state authorities. Direct responsibility for appropriate current activities and plant reduction or elimination of emissions rests with each plant manager. Plant managers must determine the characteristics of waste products and work toward quantitative measurements of those most likely to require elimination or treatment.

Plant Inspections

In order to encourage a high standard of maintenance, safety, and appearance of all plants, and to assure that employe facilities are maintained on a high plane, all major domestic, Canadian and Mexican operations are inspected once each year.

Inspection committees are appointed by the senior vice president, Operations after consulting with the directors, Manufacturing of the various divisions. The travel schedule and the inspection procedures are decided each year, based on current needs.

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Monsanto
COMPANY

POSITION DESCRIPTION

POSITION TITLE Director of Medical Department

REPORTS TO Vice President, Administration (administratively)
Vice President, Manufacturing, Engineering and Personnel (functionally and on policy matters)

FUNCTION

Directs all medical activities of the company, including safeguarding employe health, industrial hygiene, determination of toxicological properties of company products and manufacturing process hazards and recommendations for the control of health hazards incidental to customers' use of company products. Provides medical review and approves medical aspects of employe benefit programs. Correlates and reports on air and stream waste activities. Coapproves, with concerned members of operating management, personnel assignments in his functional area of responsibility.

DUTIES

1. Standardizes medical practices throughout the company and ensures their implementation; carries out the medical function within the limits of approved budget.

2. Obtains and disseminates toxicological data on the company's products and processes and carries responsibility for outside work in this field.

3. Clears in advance any material to be published in technical bulletins, data sheets, sales promotion material or otherwise on toxicological aspects of Monsanto's products. Ensures uniformity in interpretation of toxicological and safe handling data for customers, government agencies or others in response to government regulations or inquiries.

4. Reviews and recommends approval to the director of Central Personnel Department of changes in the content or administration of the medical aspects of employe benefit programs. Maintains continuing review of medical costs under these programs.

5. Follows legislation on medical matters in cooperation with the Law Department.

6. Makes regular industrial hygiene inspections of the various plants worldwide and submits reports to divisional and plant management.

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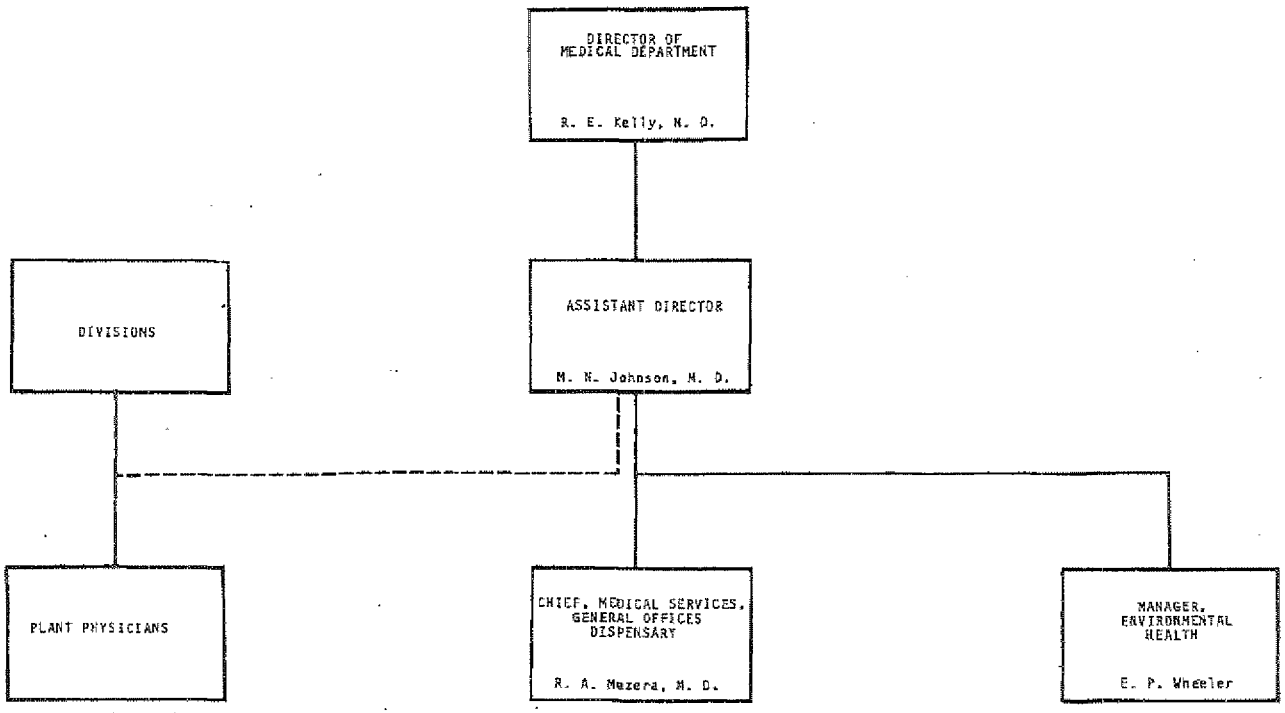
POSITION TITLE Director of Medical Department

7. Coordinates the air and stream pollution control aspects of waste disposal activities.

8. Maintains relationships with the U. S. Food and Drug Administration and the U. S. Department of Agriculture and serves as the official company contact with regard to the toxicological aspects of Monsanto products, existing or planned for commercial development.

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Provide to local plant and other company installations diagnosis and treatment of occupational conditions and conduct pre-employment and periodic physical examinations. Carry out standardized medical practices as set by the Director of Medical Department.

Directs medical dispensary operations at the headquarters site. Provides treatment for occupational injuries, furnishes medical consultations and conducts pre-employment and periodic physical examinations.

Evaluates plant environment for the detection, measurement and control of occupational health hazards; coordinates the establishment of policies and procedures governing air and stream pollution control for all plants. Participates in public relations and legal aspects of pollution control. Investigates toxicological characteristics and health hazard potential of new products and processes and approves material to be published related thereto.

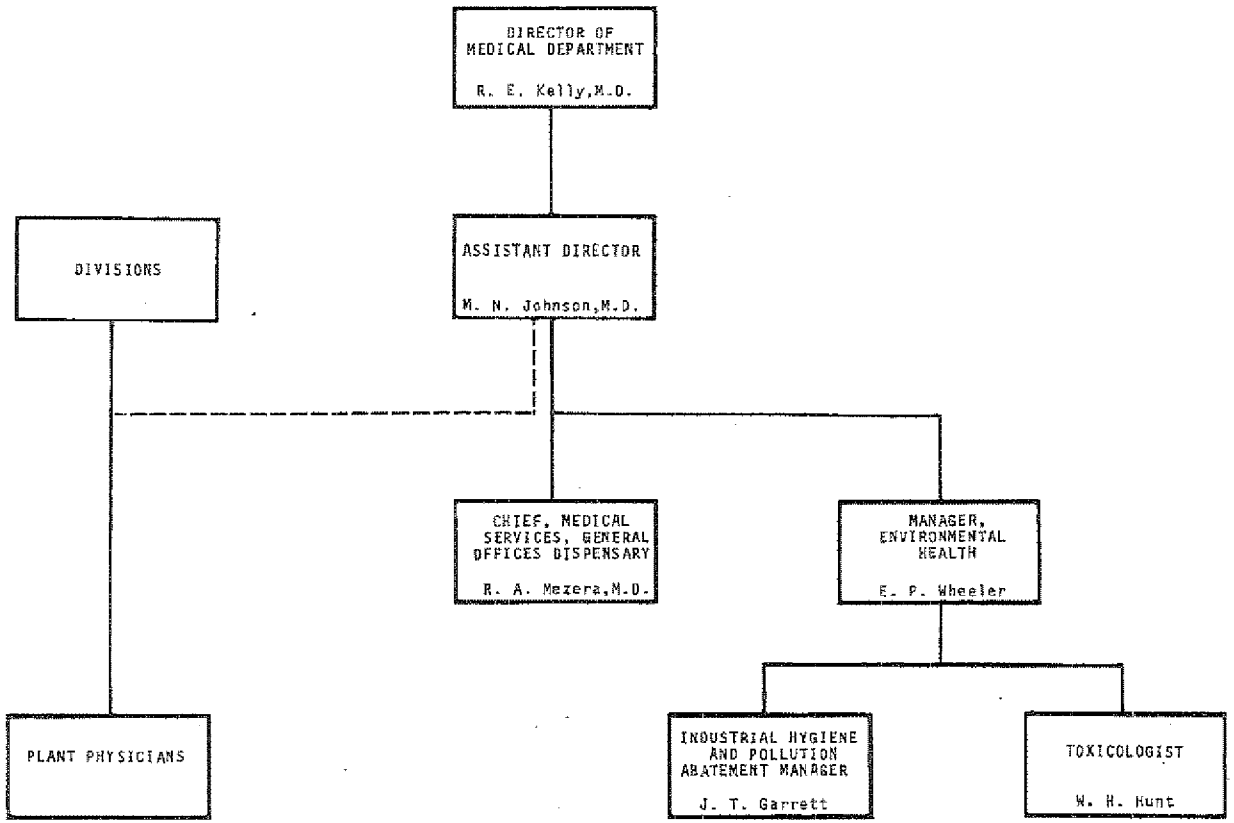
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Monsanto COMPANY

MEDICAL DEPARTMENT

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