W. B. PAPAGEORGE - ST. LOUIS

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CORPORATE PROCEDURE - EVALUATION OF PROPOSED NEW PRODUCTS AND PROCESSES

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I reviewed the corporate procedure for the environmental evaluation of proposed new products and processes as well as the preliminary copy of John Eck's memo to the division general managers dated May 19 and I have the following comments and recommendations to offer.

In my opinion, the impact that our Division's products and activities have on the environment will influence, at a rapidly accelerating pace, virtually every decision made in the Division including what products we research and develop, what type of product or service we will sell, how the product is made, where it is made, how is it shipped, what markets do we serve, what assistance does the customer need, what is our posture regarding our relationships with the governmental agencies, customers, employees, and the public. Because of this widespread effect on the Division and to properly manage this important activity, I recommend that all programs relating to environmental considerations be coordinated by one person. I use the word "coordinate" to indicate that no one individual has all the skills and resources required to do the job alone and must have access to the appropriate resources available within our Division as well as the rest of Monsanto. The appointment of this individual is not to be interpreted as releasing all other individuals from responsibilities concerning environmental impact, but should result in better performance in this area throughout the Division.

OBJECTIVE: The primary objective of this assignment should be:

To assure that the Organic Division's efforts relating to the environmental impact of its products, facilities and activities conform to corporate policy and that the resources expended in this effort are allocated in a manner that shall result in maximum positive contribution toward achieving Division and corporate objectives.

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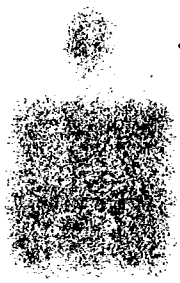

ORGANIZATION: Initially one individual who is qualified regarding skills, knowledge, experience, relationships, etc., should be assigned to coordinate the Division's efforts to achieve the above objective. As the work-load increases, consideration must be given to providing additional personnel. This should be thoroughly evaluated before implementing to determine true needs and to avoid "empire building".

Because of the many product lines involved and the many groups, departments and functions which exist a matrix type organization with elements representing the different interests should be immediately formed to support the effort. Provision must be made to provide for effective interfacing between research, development, manufacturing, marketing, medical, engineering, public relations, and legal activities. Perhaps this could be achieved with the assignment of individuals from each of the groups and departments involved.

Because of the negative connotations that many individuals associate with environmental problems, the proper placement of this new job within the Division organization appears to me to be extremely important. If we sincerely desire to achieve the stated objective, this individual must be placed in a position that implies without question that our interest in environmental problems is great, that we will perform accordingly and the job is important.



Although we may not approve there exists, not only in our Division but virtually everywhere, the undesirable situation known variably as departmentitis, productitis, functionitis, etc. Many individuals, for varying reasons, have little understanding or respect for groups other than their own. If this new job is placed in a position that implies "manufacturing", "marketing", "research", etc. the individual assigned to this job is in an untenable position and his effectiveness is immediately and harmfully diminished.

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Unless we properly place this job, it will immediately deteriorate to one best described as "errand boy", answering the phone, filing reports, sending out samples, performing chores which others in the division find unpleasant, and will not accomplish the objectives of the job.

BUDGETING: I propose that a cost center be established and a budget be developed to cover the costs directly related to the administration of this job and to include the salary of the individual, a portion of his supervisor's salary, and the appropriate portion of stenographic wages, travel, and the usual overheads, communications, office rent, etc. I estimate that this cost will be about $60,000 per year.

By limiting this cost center to just these items we can avoid the problems created when anyone throughout the Division can charge any expense he would arbitrarily define as environmental to an account for which he is not held responsible.

All other environmentally related costs, which I predict will increase dramatically particularly for developing analytical methodology and conducting biodegradation and toxicity studies, should be anticipated and budgeted in existing cost centers. This data should be recorded in a manner that permits easy retrieval for the preparation of appropriate summary reports.

These represent the thoughts that occur to me at the moment. You can probably note that they reflect my personal experiences with the Aroclor defense problem. I would like to discuss this further with you and anyone else who is interested.

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