ATTACHMENT 1
6-771

JOB DESCRIPTION

MANAGER, ENVIRONMENTAL PROTECTION

ORGANIC DIVISION

I. FUNCTION:

Assure that the Organic Division's efforts relating to the environmental impact of its products, 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.

II. GENERAL EVIDENCE OF RESULTS

Overall performance may be determined by evaluating the Division's performance in conforming to Corporate environmental policy and the effectiveness of established relationships with other groups, departments and functions within Monsanto, governmental agencies, customers and suppliers.

III. MAJOR RESPONSIBILITIES	EVIDENCE OF RESULTS
A. New Products	1. New products are thoroughly and systematically assessed for environmental impact prior to commercialization.
B. Customers	1. Customer inquiries concerning the environmental effects of the products we sell them are processed without any adverse effects on relationships, without divulging sensitive information and with minimum cost to Monsanto.

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C. Suppliers	1. Environmental impact information on the materials we purchase is aggressively procured from our suppliers.
D. Current Products	1. A defense plan exists and is actively executed on any product or product group under environmental criticism.
	2. Environmental impact assessment programs are active for all products or product groups which are suspected to be potential environmental problems.
E. Legislation	1. Appropriate individuals in the Division are knowledgeable of existing environmental legislation and are appraised of pending legislation.
	2. Appropriate individuals in the Division participate in activities to influence legislation to prevent unreasonable and precipitous action.
F. Relationships	1. Relationships which contribute effectively toward achieving the objectives of this assignment are established and maintained with groups, departments, functions

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within Monsanto, customers, suppliers and governmental entities.

IV. ORGANIZATION

A. Reports administratively to an Assistant General Manager of the Organic Division

B. Functionally works very closely with Organic Division Groups, Departments and functions and Central Staff Departments

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POSITION DESCRIPTION

Manager, Environmental Control	LOCATION
Organic Division	CHART REFERENCE
Functional Fluids Business Group	JOB NUMBER
	EFF. DATE: REV. DATE:
REPORTS TO	PAGE 1 OF 2

FUNCTION:

Responsible for management of the aroclor pollution problem on a world-wide basis. Heads a task force comprised of members of other business groups and staff departments. Responsible for the guidance of the program, calling meetings and working with all the task force members on achieving the objectives agreed to.

DUTIES:

1. Assume overall responsibility for the total management of the aroclor pollution problem, particularly as it pertains to the Functional Fluids and Plasticizers Business Groups.

2. Guides the activities of a task force comprised of members of the two Business Groups, Medical, Law, Manufacturing and Public Relations Departments.

3. Supervises the budgeting, objective setting, assignment of priorities and implementing programs.

4. Participates directly in visits with customers, plants, other international producers and with government testing agencies and collaborators.

5. Act as the central point of liaison in communications.

6. Work with Public Relations Department to handle all "outside" matters of concern and maintain Monsanto's image in the most favorable manner.

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7. Report to the Functional Fluids Business Director, with a dotted line responsibility to the Plasticizers Business Director.

Supervision

Direct - None

Functional - Supervises the members of a task force comprised of members of other Business Groups and staff departments.

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ATTACHMENT 2

MONSANTO COMPANY

DRAFT

POSITION DESCRIPTION

Position Title General Manager	Location General Offices, St. Louis
Division or Staff Department Inorganic	Chart Reference
Department or Section Administration	Job Number AAA2A2
Unit	Eff. Date: Rev. Date:
Reports to President	Page of 1 3
Draft Approved by	Date

POSITION:

Serves as the chief executive officer responsible for the world-wide success of the Company's inorganic chemicals operations and interests; directs the affairs of the Division to ensure optimum profit and return on invested capital; develops and implements short and long-range plans, programs and strategies to achieve Division objectives; directs the development of long range plans to improve current products and to develop new products, processes and markets; establishes controls to ensure Division adherence to Company policy and procedures.

DUTIES:

1. Develops the Inorganic Division's objectives and major operating policies and procedures that govern its operations worldwide.

2. Determines product, service, market and profit objectives for the Division and plans for their achievement.

3. Directs the activities of the Division to ensure maximum return on total fixed and working capital investment.

4. Reviews major objectives and plans of all Divisional units to ensure conformance with overall Company objectives, plans and policies.

5. Directs the development of operating and capital expenditure budgets for approval by the President and the Budget Committee and approves capital appropriations and other Divisional expenditures.

6. Determines the Division's organizational structure, the staffing of key executive positions, and internal delegation of authority.

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Position Title General Manager		Job Number A0012A2
Effective Date	Revised Date	Page 2 of 3

7. Informs the President and the Executive Committee of major personnel actions and recommends appointment or changes in top Divison management.

8. Establishes and maintains programs to develop personnel resources and to provide competent managerial personnel necessary for continued successful operation of the Division.

9. Reviews and measures Division performance against planned objectives and takes appropriate action to improve performance in all areas as needed.

10. Reviews and authorizes technological programs in research, technical development and process engineering for improvement of existing products and development of new products and processes.

11. Approves the manufacture of new or modified products and arranges for toxicological clearance by the Director, Medical prior to adoption.

12. Establishes sales policies, strategies and pricing policies for all Division products and clears changes in conditions or terms of sale with the Law and Treasury Departments.

13. Establishes and maintains an effective system of communication throughout the Division and provides for the gathering of competitive information regarding technological, commercial and market developments and patent disclosures.

14. Correlates and coordinates Division activities with those of other Company divisions and confers with Corporate Planning and Control for coordination of long range plans into overall Company projections.

15. Manages the financial aspects of the Division with regard to credit and exercises financial authority for capital appropriations for new products, replacements, obsolescence and retirement of assets.

16. Approves plans and related budgets for merchandising and advertising and coordinates these with the Marketing Services Department for maximum overall Company benefit.

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Position Title General Manager		Job Number A002A2
Effective Date	Revised Date	Page 3 of 3

17. Represents the Division in major relationships with customers, suppliers, competitors, bankers, government agencies and the general public.

SUPERVISION:

Direct - Supervises the activities of:

Assistant General Manager (2)

THROUGH AUTHORITY DELEGATED TO THE ABOVE, SUPERVISES APPROXIMATELY ~~Total Division Salary and hourly (3,800) employes.~~ 3600 PROFESSIONAL & CLERICAL EMPLOYES.

Functional - None

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Monsanto COMPANY

DRAFT

POSITION DESCRIPTION

POSITION TITLE Vice President, Managing Director	LOCATION General Offices, St. Louis
DIVISION OR STAFF DEPARTMENT MICC	CHART REFERENCE
DEPARTMENT OR SECTION Administration	JOB NUMBER
UNIT	EFF. DATE: REV. DATE:
REPORTS TO President	PAGE 1 OF 3

FUNCTION:

Serves as chief operating officer of the company with responsibility and accountability for worldwide product, profit and growth. Directs the affairs of the company to effect optimum return on capital assigned to the company. Develops, implements and maintains worldwide product strategies. Directs the development of long range planning programs to improve and expand present products and to develop new products, processes and markets. Insures that company activities conform to established company policies and procedures. Develops organizational plans and management to achieve the company's objectives. Serves as member of corporate Board of Directors.

DUTIES:

1. Directs the development of MICC's objectives and major operating policies and procedures that govern its operations worldwide.

2. Determines product, service, market and profit objectives for the Company and plans for their achievement.

3. Directs the activities of the Company to ensure maximum return on total fixed and working capital investment.

4. Reviews major objectives and plans of all divisions and operating units to ensure conformance with overall corporate objectives, plans and policies.

5. Directs the development of operating and capital expenditure budgets for approval by the President and the Budget Committee and approves capital appropriations and other company expenditures.

6. Determines the Company's organizational structure, the staffing of key executive positions and internal delegation of authority.

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7. Informs the President and Executive Committee of major personnel actions and recommends appointment or changes in top company management.

8. Establishes and maintains programs to develop personnel resources and to provide competent managerial personnel necessary for continued successful operation of the company.

9. Reviews and measures company performance against planned objectives and takes appropriate action to improve performance in all areas as needed.

10. Reviews and authorizes technological programs in research, technical development and process engineering for improvement of existing products and development of new products and processes.

11. Approves the manufacture of new or modified products and arranges for toxicological clearance by the Director, Medical prior to adoption.

12. Establishes sales policies, strategies and pricing policies for all company products.

13. Establishes and maintains an effective system of communication throughout the company and provides for the gathering of competitive information regarding technological, commercial and market developments and patent disclosures.

14. Correlates and coordinates company activities with those of other corporate companies.

15. Manages the financial aspects of the company with regard to credit and exercises financial authority for capital appropriations for new products, replacements, obsolescence and retirement of assets.

16. Approves plans and related budgets for merchandising and advertising.

17. Represents the company in major relationships with customers, suppliers, competitors, bankers, government agencies and the general public.

Monsanto COMPANY

DRAFT

POSITION DESCRIPTION

POSITION TITLE	JOB NUMBER
Vice President, Managing Director	
EFFECTIVE DATE / REVISED DATE	PAGE 3 OF 3

SUPERVISION:

Direct - Supervises the activities of:

General Manager - Rubber and Process Chemicals
General Manager - Detergent and Fine Chemicals Division
Group Director - Functional Products Group
Director - Europe
Director - Law
Director - Operational Services
Director - Administrative Services
Director - Technological Planning and Evaluation
Director - Personnel
Controller
Product Administrator - International

Through authority delegated above supervises approximately 2800 salaried and 4800 hourly employees.

Functional - Supervises the activities of the Engineering Director and Patent Council.

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ATTACHMENT 4

Monsanto
COMPANY

POSITION DESCRIPTION

POSITION TITLE Director of Public Relations	LOCATION St. Louis
DIVISION OR STAFF DEPARTMENT Monsanto Industrial Chemicals Co.	CHART REFERENCE
DEPARTMENT OR SECTION	JOB NUMBER B6276 ✓
UNIT	EFF. DATE: REV. DATE:
REPORTS TO Director, Operational Services	PAGE 1 OF 2

FUNCTION: Plans, develops and directs public relations activities for Monsanto Industrial Chemicals Co. and its subsidiaries; prepares and distributes news of business activities and company products which is designed to help achieve specific business goals and objectives; acts as the sole press contact for trade and business editors and newsmen who query the company about its products or problems; maintains a continuing knowledge of company-related environmental situations and contacts news media with company information when appropriate; advises plant management on community relations, plant emergency situations and press-related environmental problems; works with customers to develop product application news when appropriate; all activities are directed at creating an atmosphere of public confidence and public understanding (more

DUTIES: 1. Represents the company in all contacts with the press, radio and TV; maintains effective press relations.

2. Analyze business activities of the company, worldwide, and assign priorities and timing for release of information relating to these activities, company products, markets, pricing and personnel; coordinate product publicity with advertising.

3. Provide company management with public relations counsel; edit speech material; develop and produce special events: press conferences, plant dedications, editorial awards, open houses, plant visits for VIPs or other activity designed to enhance relationships with key publics.

4. Represent company interests in corporate public relations assignments: Annual Report, Annual Review, Newsreel, speech research; corporate press inquiries; community relations; pollution control efforts.

5. Provide internal company communications by preparing and distributing personnel announcements and news releases to appropriate management levels; assist in plant community relations as required -- government relations, news releases, press contacts, etc.

6. Provide public relations assistance to plants in event of accidents, emergencies or other disasters including pollution control situations when these matters relate to any of the company's publics.

7. Serves as company clearing point for approving release of information -- i.e.: literature, booklets, news releases, speeches, technical papers, etc.

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Monsanto COMPANY

POSITION DESCRIPTION

POSITION TITLE		JOB NUMBER
Director of Public Relations		2.6.2.76
EFFECTIVE DATE	REVISED DATE	PAGE 2 OF 2

FUNCTION: (Continued)

toward the company.

Supervises annual budget of approximately $80,000.

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MONSANTO COMPANY

ATTACHMENT 5

DRAFT

POSITION DESCRIPTION

Position Title Vice President and General Manager	Location General Offices, St. Louis
Division or Staff Department Organic	Chart Reference
Department or Section Administrative	Job Number A0014A2
Unit	Eff. Date: Rev. Date:
Reports to President	Page 1 of 3
Draft Approved by	Date

FUNCTION:

Serves as chief operating officer of the Division and ensures the worldwide success of the businesses in which the Division is engaged, is assigned, or elects to enter; directs the affairs of the Division to effect optimum return on capital investment within the balanced best interest of customers, employes, shareholders, and the public; establishes, implements and maintains worldwide strategies for products of the Division; directs the development of long-range planning programs to improve present products and to develop new products, new processes and new markets; ensures that divisional activities are carried out within established Company policy; develops organizational plans and management capable of achieving the Division's worldwide objectives.

DUTIES:

1. Establishes Division purpose, objectives and major operating procedures within limits imposed by established Company policies.

2. Determines product, market and profit objectives for the Division and establishes plans for their achievement.

3. Directs the development of operating and capital expenditure budgets for submittal to the President and the Budget Committee; approves capital appropriations and other expenditures within limits of delegated authority; conducts the affairs of the Division to ensure maximum return on total fixed and working capital investment; manages the financial aspects of the operation relating to audit, inventory management and product pricing.

4. Determines the Division's organizational structure and internal delegations of authority; selects key executives and

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recommends appointments or changes in top Division management personnel to the President.

5. Directs the measurement of Division performance against planned objectives in areas including profitability, share of market, operating efficiency, safety, new product, technical and commercial development, utilization and development of personnel and contribution to overall Company growth; takes appropriate action to improve performance as required.

6. Reviews and authorizes technological programs in research, technical development, process engineering and attendant patent activities for the improvement of existing products and development of new products and new processes.

7. Approves the manufacture of new products and modifications to existing products; arranges for toxicological clearance by the Director, Medical Services of new or modified products prior to commercial introduction; ensures that manufacturing operations are carried out in conformance with established air and water pollution standards established by the Company and regulatory agencies; coordinates pollution problems with various central departments and public officials.

8. Directs the investigation and development of opportunities for expansion and growth of the Division's business in areas into which known and potential capabilities in manufacturing, marketing, research, development and engineering activities can be projected and commercially developed.

9. Establishes sales strategies and pricing policies for all Division products; clears changes in the conditions of sale and changes in terms of sale with the Law and Treasury Department.

10. Approves plans and budgets for merchandising and advertising; coordinates such plans and budgets with the Marketing Services Department for maximum overall corporate benefit.

11. Coordinates activities with other operating divisions to assure optimum corporate results from business decisions affecting more than one division and confers with Corporate Planning to ensure coordination of long-range plans.

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Position Title Vice President and General Manager		Job Number A0014A2
Effective Date	Revised Date	Page 3 of 3

12. Administers all phases of personnel administration including the maintenance of good labor relations at all locations; provides for the continued development of competent managerial personnel to ensure successful future management of the Division; supplies competent candidates for positions elsewhere in the Company.

13. Represents the Division in major relationships with customers, suppliers, competitors, bankers, service organizations, government agencies and the general public.

SUPERVISION:

Direct - Supervises the following:

Filtered Rosins Products Company
Manager, Business Systems and Planning
Division Controller
Assistant General Manager (2)

Through authority delegated to the above, supervises the activities of 1300 professional employes, 650 clerical personnel and 3500 hourly employes.

Functional - None

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Monsanto COMPANY

ATTACHMENT 6

POSITION DESCRIPTION

POSITION TITLE Director, Operational Services	LOCATION General Offices
DIVISION OR STAFF DEPARTMENT Monsanto Industrial Chemicals Company	CHART REFERENCE
DEPARTMENT OR SECTION Administration	JOB NUMBER
UNIT	EFF. DATE: REV. DATE:
REPORTS TO Managing Director	PAGE 1 OF 2

FUNCTION:

Assists the Managing Director in the over-all control, planning and administration of the company. Administers the staff functions of distribution, production planning, engineering, public relations, advertising and sales promotion, governmental affairs, marketing administration, product quality control and the environmental and human health safety issues as they relate to the products of the company.

DUTIES:

1. Supervises and administers the activities of the ten departments reporting to him. Establishes and evaluates the scope of these activities, determines manpower requirements and control expenditures of approximately $40 M.

2. Determines in consultation with General Managers the future manpower needs for company marketing function and implements the orientation and assignment of personnel.

3. Provides and maintains systems for order entry and billing.

4. Through membership in Corporate Governmental Affairs Committee and direct involvement with Federal and State governments, determines company posture on future legislature covering all products of the company and takes necessary actions to achieve the best company position giving due consideration to its business, social and civic responsibilities.

5. Coordinates and directs company activities in the all-important area of environmental and human safety of the company's products. This involves the use of task forces as needed, continuous contact and cooperation with major customers, suppliers, other industry members and trade associations. It also involves direction of company personnel on governmental affairs in Washington and in-depth contacts with various governmental agencies.

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Monsanto
COMPANY

POSITION DESCRIPTION

POSITION TITLE		JOB NUMBER
Director, Operational Services		
EFFECTIVE DATE	REVISED DATE	PAGE 2 OF 2

DUTIES - Continued

6. Provides direction of engineering effort for MICC in CED.

7. Provides complete materials management for MICC through purchasing, production planning and distribution-customer service system.

8. Supervises negotiation of major raw material contracts.

9. Establishes policy regarding plant environmental matters.

10. Assists the Managing Director in the over-all company operations and the achievement of its goals.

11. Establishes goals and measures personnel performance. Trains and develops subordinates.

SUPERVISION:

Direct - Supervises the activities of the following:

Director of Distribution and Material Management
Director of Public Relations
Director of Advertising and Sales Promotion
Director of Marketing Administration
Director of Governmental Affairs
Manager, Quality and Environmental Control
Director of Environmental Protection and Utilities
Director of Purchasing

Through authority delegated to above, supervises approximately 100 people, including task force members.

Functional - None

Production planning-materials movement.

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