MONSANTO CONFIDENTIAL **RESULTS REVIEW**

NAME	GRADE	YRS OF SERV.	YRS IN JOB
JOHN H. CRADDOCK			
TITLE			
Regulatory Affairs/Prod. & Env. Safety Director	41	24	3

COMPANY	DIVISION	DEPARTMENT	PLANT/LOCATION
Monsanto	Corporate	Env. Affairs	A 2 N E

PERFORMANCE SUMMARY:

Describe, in separate paragraphs, overall performance in accomplishing goals, fulfilling other results and responsibilities, and managing and developing subordinates (for supervisors) - or if appropriate, describe performance against previously agreed-to performance expectations.

- Overall performance was excellent in 1989.

- Excellent progress towards goals was made in both State and Federal Regulatory arenas in 1989. U.S. EPA completed drafting PCB Manifest Rule under TSCA (finally issued December) using PCB Industry Consensus Group Recommendations. Congressional committees (Synar, Luken, Baucus) agreed to support continued PCB regulation under TSCA vs RCRA. In California technical presentations and hearings kept PCBs from being totally listed as carcinogenic and not listed as reproductive toxins. However, the issue continuing since 1985 is still unresolved but unlisted totally by California.

- Initiatives to influence governmental and other technical documents/actions regarding PCB health effects and human and environmental risk perception were outstanding. John played a key role in developing/critiqueing documents for California Proposition 65 SAB, World Health Organization and U.S. EPA (Drinking Water Standards.). In addition, he provided significant assistance to American Council on Science and Health in gaining widespread industry support for funding and distribution of the Risk perception film - "Big Fears, Little Risks" featuring Walter Cronkite.

- Significant contributions were made to the Corporate Law Department efforts to defend Monsanto in several suits alleging human health effects and also to Corporate Environmental Law in environmental damage/site remediation cases.

- Good opportunities provided to develop and broaden subordinates. Paul R. Michael recognized by ASTM for contributions.

Not Acceptable ☐ Acceptable ☐ Highest Performance Rating

1. Supervisor and employee independently rough draft the Results Review; discuss conclusions and reconcile differences if possible.
2. Supervisor discusses the Results Review with immediate superior for agreement and signature; gives typed copy to employee for comment and signature.
3. Supervisor sends typed copies of Form to personnel representative for distribution.

1. APPRAISED AND DISCUSSED WITH EMPLOYEE BY	TITLE	DATE
2. REVIEWED	TITLE	DATE
3. EMPLOYEE'S SIGNATURE John E Craddock		DATE 2-10-90

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PERSONAL DEVELOPMENT - PRESENT POSITION

I. STRENGTHS - What strengths contributed to the employee's performance in the last year?

Possesses valuable skills and qualities of leadership including initiative, organizational and management abilities, innovativeness, affability, poise and self-confidence. Responds effectively under pressure in a credible and effective manner. Meets, works and gets along well with people of all strata including adversarial situations. Has developed excellent communication channels and working relationships with various groups including trade associations, academia, government and state agencies and environmental and industry groups.

II. DEVELOPMENT NEEDS - What development needs should be addressed in order to enhance next year's performance?

Become more involved with other Monsanto environmental issues and Monsanto environmental management to increase breadth of knowledge of specific Monsanto issues and initiatives and management thereof.

Become more involved with Monsanto legal community, and outside attorneys handling PCB litigation to keep up on rapidly growing list of cases.

III. DEVELOPMENT ACTIVITIES - Describe those activities to be undertaken to address development needs and enhance performance.

Increase Monsanto exposure by taking part in more OpCo/site PCB issue discussions, etc. Increase Monsanto and personal outside exposure by getting involved in more state and municipal activities.

IV. RESULTS ON LAST YEAR'S DEVELOPMENT PLAN - What results were achieved on last year's development plan?

V. EMPLOYEE'S COMMENTS (Optional)

Career Discussion desired? _____(check if yes)

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MONSANTO GOAL EVALUATION WORKSHEET 1989 Goals

NAME: John H. Craddock DATE: Feb. 1990

GOAL NUMBER	PER CENT WEIGHT	ACCOMPLISHMENTS DESCRIPTION Briefly describe each goal accomplishment.	CHART Plot goal accomplishment for each goal compared with the Basic and Outstanding ranges established on the Goal Setting document. Then plot the overall goal accomplishment after considering the per cent weight for each goal. BASIC OUTSTANDING
1.	20	See attached	
2.	20	See attached	
3.	25	See attached	
4.	20	See attached	
5.	15	See attached	

Composite on Goals 100%

Goals Represent ___% of Total Performance

1989 RESULTS REVIEW

John H. Craddock

February 1990

ACCOMPLISHMENTS:

RESULT #1

1. • Provided technical assistance and support to Corporate Law Department in various cases by participating in preparation of interrogatories, affidavits and depositions (OMP-ADR, Stroh, Abuan-Guam, Lone Star Steel, Electric Power Board, Paoli).

• Provided technical and regulatory assistance to Environmental Law, MCC Government Relations and various OpCo Environmental Staff relating to federal and state regulatory/compliance and remediation issues. (Everett, Decatur, WGK, Queeny, NutraSweet, St. Charles Ag Farm, Findette Corp., Kearney, Delaware River.)

2. • Provided review/update information to Corporate and OpCo Senior Management on key PCB issues. Provided information and recommended strategies for management of future trends and advocacies. (EPS, MCC MAP Management; Corp. Sr. Management.)

• Reviewed current and emerging PCB issues on both State and Federal level with OpCo Environmental Staff and Management. Developed plans and initiated programs to present and foster Monsanto's position on various PCB and related regulatory/compliance issues at several state and federal agencies, trade associations and professional societies (MCC, MAP, EPS Management).

• Continued to evaluate new disposal/remediation technologies and contractors for PCB cleanup and provided information to Op Cos for cost-effective projects. (Transformer retrofill, soil/concrete cleanup, microbial degradation, incineration.)

3. • Established/maintained dialogue and good working relationship with various Federal and State regulatory groups (EPA-OTS, OSW, Water Quality SAB, ATSDR, World Health Organization, Canadian Workers Compensation Board, American Tort Reform Association and Environmentalist Groups (EDF, NRDC.).

• Provided testimony and technical assistance to Congressional Staff (Congressman Synar, Congressman Luken, Senator Baucus) and State regulatory agencies (California, New Jersey, Indiana).

• Continued as Chairman of CMA PCB Panel and Industry PCB Consensus Group for California Prop. 65 activities. Developed strategies and hired consultants to provide technical data and reviews for submissions to California Department Health and Welfare, State of New

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Jersey Dept. Env. Protection, World Health Organization and Canadian Workers' Compensation Board.

4. • With P. R. Michael conducted various plant site PCB audits and conducted Annual Corporate PCB Inventory. Provided plants/Op. Cos. information for cost-effective regulatory compliance and/or removal of PCB electrical equipment.

• Provided OpCo assistance for various site remediation projects (Kearney, Delaware River, WGK, JFQ, St. Charles Ag Farm, Everett, Anniston.)

• Continued to evaluate new disposal/remediation technologies and contractors for PCB cleanup and provided information to Op Cos for cost-effective projects. (Transformer retrofill, soil/concrete cleanup, microbial degradation, incineration.)

5. • Continued role as Corporate Spokesman for PCB media inquiries and also as CMA PCB spokesman for media responses (TV, Press, Scientists Institute for Public Information.).

• Continued active membership and participation in professional and trade organizations (with emphasis on PCB/Environmental issues).

Chairman, CMA PCB Panel
Chairman/Member Industry PCB Consensus Group
Member - Gas Research Institute, Research Coordination Council and Safety and Environment Committee
Member - ACS Environmental Division, NY Academy of Sciences, American Institute of Chemists, Environmental Law Institute, Defense Research Institute, EPRI PCB Seminars.
Provided assistance to American Council for Safety & Health.

• Provided testimony at various regulatory proceedings at U.S. EPA, Congress and State of California SAB hearings.

• Plenary Speaker at 1989 EPRI PCB Seminar Luncheon.

OTHER RESULTS:

• Continued program to monitor PCB regulatory initiatives ex-USA (EEC, Guam, Canada).

• Maintained intellectual and financial support for ESC PCB trace analysis lab and staff activities.

• Provided developmental opportunities and challenges for subordinates.

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MONSANTO | COMPANY CONFIDENTIAL | JRA/GOALS | 1989

NAME	TITLE	LOCATION	JRA DATE	GOALS DATE
John H. Craddock	Product & Environmental Safety Director	St. Louis - A2NE	12/1/88	12/1/88

PRINCIPAL THRUST

Direct PCB issues management program so that Monsanto is properly positioned to anticipate and act on a Corporate basis in a responsible manner. Provide and coordinate technical resources as required in litigation defense.

GENERAL CONDITIONS-PREMISES

1. Necessary resources, including funding and manpower, will be available.
2. Demands and requests for information concerning PCBs will continue at a significant level from Monsanto facilities, regulatory agencies, the public and former customers.
3. Regulations covering removal, use, storage and disposal of PCBs will continue to increase and include more stringent restrictions.
4. Litigation involving PCBs will continue to escalate.

RESULTS TO BE WORKED TOWARD	GOALS (Include Joint Accountability in This Column)	RANGE BASIC	RANGE OUTSTANDING	Weight
* RELATES TO PRINCIPAL THRUST √ MAJOR RESULT				
1. Assure management that Monsanto is positioned properly for effective defense against PCB litigation.	1. Assure successful defense of PCB lawsuits, and stave off possible future lawsuits by providing effective technical assistance as requested.	Provide and coordinate technical assistance and resources, as needed, to Legal Staff in defense of PCB litigation.	Evidence that Program has enhanced defense effectiveness.	20
2. Maintain a rational management plan capable of anticipating and dealing with all issues related to PCBs.	2. Implement an interdisciplinary program to identify, systematically review and anticipate Corporate responses and actions related to PCB issues.	Maintain review and update program for PCB Coordination/Management to review nationwide PCB issues, with emphasis on litigation, regulatory, medical and PR concerns.	Basic, plus review status and recommendations with Senior Management and gain approval for future Monsanto direction and actions. Implement as approved.	20
3. Influence more reasonable regulation of PCBs by U.S. EPA and State agencies.	3. Demonstrate to regulators, academicians, and environmentalist groups that PCBs do not warrant excessive controls. Press regulatory agencies for reasonable regulations.	Maintain productive working relationships with key decisionmakers in state and federal & state agencies, research community, industry and public interest groups working toward reasonable PCB rules.	Demonstrate achievement of influencing attitudes and/or regulations to ameliorate PCB overreaction syndrome in at least two situations (e.g., regulations, proposed rule changes, media reports, cleanup incidents, etc.).	25
4. Provide guidance to Monsanto facilities for cost-effective compliance with PCB rules and regulations.	4. Recommend guidelines and actions to enable Monsanto sites to comply with PCB regulations in most cost-efficient manner, i.e., inspections, phase-out and disposal of material.	Provide timely reviews of PCB regulations and recommendations for cost-effective compliance.	Basic, plus demonstrate cost savings resulting from timely compliance actions working with various sites.	20

JRA APPROVED BY _____ DATE _____

GOALS APPROVED BY _____ DATE _____

GOALS REPRESENT __ % TOTAL PERFORMANCE

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NAME	TITLE	LOCATION	JRA DATE	GOALS DATE
John H. Craddock - Page Two			12/1/88	12/1/88

PRINCIPAL THRUST

GENERAL CONDITIONS-PREMISES

RESULTS TO BE WORKED TOWARD	GOALS (Include Joint Accountability in This Column)	RANGE		Weight
		BASIC	OUTSTANDING	
* RELATES TO PRINCIPAL THRUST √ MAJOR RESULT				
5. Provide initiatives to reduce public hysteria and develop more reasonable understanding of PCB health and environmental effects.	5. Educate public and respected authorities on genuine PCB health and environmental effects.	Develop efforts to educate public and authorities through media, speeches, technical symposia, etc., regarding PCB health effects.	Basic, plus take part in at least two major events, e.g., symposia, media interviews, published articles.	15
6. Monitor and assess PCB regulations and activities ex-U.S.				
7. Encourage development of PCB research initiatives for analytical, disposal and risk assessment technologies.				
8. Provide development opportunities for subordinates.				

JRA APPROVED BY [signature] 12/21/88
DATE

GOALS APPROVED BY [signature] 12/21/88
DATE

GOALS REPRESENT __ % TOTAL PERFORMANCE

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