MANAGEMENT GUIDE

MANAGER OF MANUFACTURING SERVICES

I. FUNCTION

Advise the Director of Manufacturing and direct the manufacturing services functions on all aspects of production planning, distribution, customer service, inventory control, materials handling services, maintenance and utilities services, TSD resources, environmental controls and ex-USA manufacture. Continually evaluate all functions for organizational or methods improvement.

II. GENERAL EVIDENCE OF RESULTS

Overall performance to be judged by planning and execution to provide effective manufacturing services support to the production function and the business groups. Other factors to be considered are the effectiveness of coordination of domestic and foreign process know-how contributions to manufacturing management policies, relationships with other functions, and readiness to change course upon suggestion from the Director of Manufacturing, the Business Group Directors or others as well as performance on special assignments.

III. MAJOR RESPONSIBILITIES	EVIDENCE OF RESULTS
A. Production Planning	1. Planning function operates efficiently in response to business group and overall manufacturing needs.
	2. Production plans and schedules permit efficient production and identification of products in short supply, need for finished goods purchases, forward raw materials requirements, management of swaps, trades and conversions, and need for contract manufacture.

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III. MAJOR RESPONSIBILITIES		EVIDENCE OF RESULTS
B.	Distribution/ Materials Handling	1. Overall management and control of non-plant warehouses and terminals is effective.
		2. Tank car fleet is continually appraised and revised to attain minimum costs with acceptable availability for customer service.
		3. Barge and tanker facilities are operated for desired division results.
C.	Customer Service	1. Planning and installation of distribution facilities meet the requirements of both our customers and the business groups.
		2. Activities which will reduce costs or improve service are continually reviewed and highlighted.
		3. Finished goods allocations are managed in accordance with business group decisions.
		4. Finished goods from swaps, tradeouts, exchange and conversion arrangements are effectively distributed for optimum results.
D.	Inventory Management & Control	1. Overall inventory levels are monitored, excessive inventories are highlighted and corrective action is recommended.

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III. MAJOR RESPONSIBILITIES		EVIDENCE OF RESULTS
D.	Inventory Management & Control - (Cont'd)	2. Minimum inventories are established for all locations, reviewed on a continuing basis and revised as needed.
		3. Potential capacity shortages are identified in advance and required expansions are recommended.
E.	Maintenance/Utilities/ Stores Services	1. Performance indices are evaluated and improved on a planned basis to support manufacturing group goals.
		2. Overall budgets and expenditures are monitored on a meaningful basis with problem areas identified as they arise.
		3. A continual program to improve facilities, methods, craft skills and maintenance management methods is conducted to optimize results on a divisional basis.
		4. Maintenance of non-producing assets is planned and conforms to division aid business group objectives.
		5. Stores/Utilities programs are effectively monitored.
F.	TSD Resources	1. Coordination of TSD effort with business group goals is satisfactory.
		2. TSD resources on a division-wide basis are adequate to meet both business group and company objectives.

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III. MAJOR RESPONSIBILITIES		EVIDENCE OF RESULTS
F.	TSD Resources (Cont'd)	3. Engineering service functions of TSD are manned to meet optimum requirements.
G.	Ex-USA Operations	1. Effective direction of overall manufacturing effort is provided in accordance with business groups and division goals with reports and method in substantial agreement with the U.S. equivalent.
		2. There is effective communication of technical data between Monsanto, its subsidiaries, licenses and foreign associated on a world-wide basis.
		3. Resources are maintained to permit economic evaluation of contemplated projects anywhere in the world.
		4. Licensing arrangements are realistically evaluated.
H.	Appraisal/ Evaluation	1. An effective appraisal evaluation function is maintained to provide a continuing review of all activities included in the manufacturing services function.
		2. Major decisions which are subject to change are re-appraised at 6-months minimum intervals.
I.	Environmental Engineering	1. Stream and air pollution activities are coordinated on a divisional basis.

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III. MAJOR RESPONSIBILITIES		EVIDENCE OF RESULTS
I.	Environmental Engineering (Cont'd)	2. Comprehensive knowledge of equipment, procedures and consultants available for environmental control needs can be furnished as requested.
		3. Current knowledge is available on the activities of legislative and regulatory agencies.
		4. Continuing efforts are devoted to avoidance of unexpected decisions or regulations.
J.	Appropriation Requests	1. Capital additions budget is controlled within limits.
		2. Proper evaluation is made of the quality of projects approved at division level.
		3. Verbal approvals are minimized.
		4. All major service projects are prepared or coordinated by the maintenance services function.
K.	Objectives	1. Definition of goals and objectives is adequate.
		2. Written objectives are established and reviewed on schedule.
		3. Reports on accomplishments show progress on at least 90% of objectives on target dates.
L.	Management Development	1. A written development plan for the manufacturing services group is up to date.
		2. A management development matrix is maintained for ready reference.

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III. MAJOR RESPONSBILITIES	EVIDENCE OF RESULTS
L. Management Development (Cont'd)	3. Performance appraisals are completed on schedule.
IV. RELATIONSHIPS	
A. Director of Manufacturing	1. Amount of Director's time required to supervise Manager of Manufacturing Services activity.
	2. Timing and adequacy of communications on pertinent matters.
	3. Number of deadlines not met.
	4. Handling of special assignments.
	5. Cooperation and enthusiasm.
	6. Contribution to policy matters.
B. Other Departments	1. Reports from those outside the division.
	2. Comments from division personnel.
	3. Ability to coordinate on an overall basis with divergent groups.
	4. Impressions of Business Group Directors.