MONSANTO | COMPANY CONFIDENTIAL | JRA/GOALS | 1986

NAME	TITLE	LOCATION	JRA DATE	GOALS DATE
John H. Craddock	Product & Environmental Safety Director	St. Louis - G3WD	3/20/86	3/20/86

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 use, storage and disposal of PCBs will continue to increase and include more stringent restrictions.
4. Litigation involving PCBs will escalate, probably at an increasing rate.

RESULTS TO BE WORKED TOWARD	GOALS (Include Joint Accountability in This Column)	RANGE		Weight
		BASIC	OUTSTANDING	
* 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 have fewer PCB lawsuits in future.	Provide and coordinate technical assistance and resources, as needed, to Legal Staff in defense of PCB litigation.	Evidence that Program has enhanced defense effectiveness.	25
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 routine review and update program for PCB Coordination/Management to review nationwide PCB issues, with emphasis on litigation, 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 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 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, clean-up incidents, etc.).	20
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 [signature] DATE 3/21/86

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GOALS REPRESENT __ % TOTAL PERFORMANCE

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John H. Craddock - Page Two			3/20/86	3/20/86

PRINCIPAL THRUST

GENERAL CONDITIONS-PREMISES

RESULTS TO BE WORKED TOWARD	GOALS (Include Joint Accountability in This Column)	RANGE BASIC	RANGE OUTSTANDING	Weight
* 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.				

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GOALS REPRESENT __ % TOTAL PERFORMANCE