

1. **Goal: Enable, support, produce, and/or oversee the Toxicology & Nutrition Center's production of high quality toxicology data, reports and risk assessments for new and existing products according to agreed upon timelines:**

Measures of Success:

a) **Chemistry:**

- a. MON 102100 - oversee Tier 2 summaries for dossier (Q1-Q2), complete and report KMD Study (Q1-Q2), write MOA white paper (Q1-Q2), and support EPA/PMRA submission (Q2-Q4).
- b. Glyphosate – oversee the conduct of studies to support existing products (MON 79455, MON 79351), inert surfactant screening and development, Brazil re-registration studies, Buehler Eye Irritation and LLNA MON 76878, and re-registration support (Korea, Taiwan).

c.

REDACTED

d.

e. Lawn & Garden - Formulation development support

f.

REDACTED

b) **Biotech:**

a.

REDACTED

b.

c.

d.

e.

f.

c) **REDACTED**

a.

REDACTED

b.

2. **Goal: Facilitate regulatory acceptance and promote FTO through submission for publication and generation of white papers of key Monsanto safety data and safety assessment strategies, by tracking/commenting on proposed regulations/guidelines, by providing litigation support, by responding to 3rd party allegations**

Measures of success

- a. Lead external and internal collaborations to scientifically and critically evaluate the data from, and report of, the 1-year feeding studies conducted under the GRACE Project, and the planning of the 2-year feeding study conducted under GTwYST.
- b. Oversee glyphosate website support and issues management team

c. **REDACTED**

d. **REDACTED**

- e. Evaluate the feasibility and submit publications (as applicable)
 - i. Glyphosate: cytotoxicity (Hodges), IARC PAPERS TBD, EDSP WOE, ADI (if approved by TWG)
 - ii. **REDACTED**
 - iii. **REDACTED**
- f. **REDACTED**
 - i. **REDACTED**
 - ii. **REDACTED**
 - iii. **REDACTED**

3. **REDACTED**

4. **Goal: Oversee the production of, and in some cases generate, quality documents on an as-needed basis to successfully rebut allegations and proactively defend the safety of our products.**

Measure of Success:

- a) Chemistry

- a.
b.

REDACTED

- c. Glyphosate – oversee MRL development support, tox network support, IARC classification strategy/support, JGTF support, Annex 1 renewal efforts and EU GTF, Regulatory FTO support (e.g., Moms Across America).

- d.

REDACTED

- b) **REDACTED**

- a.
b.

REDACTED

- c.
d.

- c) **REDACTED**

- a.

REDACTED

- d) Leverage existing knowledge within the TNC through intra-team collaboration to develop the regulatory rebuttal skill set more evenly throughout the Toxicology & Nutrition Team

- a.
b.
c.

REDACTED

- 5.

REDACTED

6. Goal: Demonstrate scientific and institutional leadership in toxicology.

Measure of Success:

- a) Influence regulators and key external stakeholders by engaging in scientific discussions on appropriate feeding study design and interpretation to minimize the likelihood that spurious results will be misinterpreted as toxicologically-relevant.
- b) Influence work products and position pieces generated by the CLI Toxicology Experts Working Group by taking a leadership role in drafting these documents from Monsanto's perspective.
- c)

REDACTED

7. Goal: Actively demonstrate a commitment to developing my personal managerial skills, and those of my leadership team, as well as enhancing the technical expertise of the TNC through training opportunities:

Measure of Success:

- a) Continue toxicology technical meetings (includes training and data review). Ensure data reviewed and decisions taken by Tox Forum are shared with Tox Team to facilitate knowledge exchange
 - a. Facilitate future organizational success by leveraging Joel's extensive knowledge and experience through regular technical meeting presentations to train less experienced members of the TNC team.
- b)

REDACTED

- c) Foster a collaborative environment where team members engage all internal stakeholders to: provide cross-training and personal development, ensure sufficient communication and alignment, and build technical depth within the team.
 - a. Direct and coach Donna Farmer, Jay Petrick, and David Saltmiras as they undertake their first people leader roles. Actively seek feedback from reports and share it with the managers in a constructive fashion.
- d) Conduct an L180 with direct and indirect reports to establish the habit of seeking formal feedback from coworkers.
- e) Participate in the RPCSC seminar series that trains staff in issues relating to both science and regulatory processes, provides a forum for raising issues that impact both the TNC and other tech centers within RPCSC, and maintains regular lines of communication between key stakeholders in the tech centers.

REDACTED

8. Goal: Oversee and implement improvements to organizational effectiveness and culture, and promote a safe working environment.

Measure of Success:

- a) Demonstrate a commitment to safety by keeping up on training, ensuring that all TNC members participate in safety programs and have safety goals, encouraging the team to submit near miss reports, and promoting safety at team meetings. Ensure accurate budget forecasting to enable cost center to be within 5% of quarterly forecasts.
- b) Maintain a commitment to quality culture.
 - a. Continue dialogue with Walter Gavlick's group to ensure timely, accurate and compliant chemical COAs.
 - b. Develop selection process and schedule for 2nd tier QA study audits using QA's risk analysis process along with scientific judgment and input from TNC scientists
 - c. Finalize and ensure use of QC checklist on studies not slated for 2nd tier QA study audit
 - d. Maintain and enhance good working relationships with CROs to ensure high quality reports. This may include review and update of client vendor report specifications and communication to CROs on changing reporting requirements.
- c) Continue to align and engage the Regulatory organization for delivery on the initiatives started within the RPCSC, and thereby build a more integrated global regulatory environment.
 - a. Global technical support and knowledge transfer through the establishment of a TNC-specific initiative in the TET program to keep "science awareness" as an international focus.
 - b. Global Regulatory Environment/Communication
 - i. Proactively address proposed changes in regulations prior to them being implemented (including awareness of the proposals)
 - ii. Increase awareness and collaborating on region/country-specific scientific challenges
- d) Identify and implement process and efficiency gains.
 - a. Transition the TNC from a separate study authorization process to the uniform process used by the rest of the organization, while maintaining timely study starts, and supporting the new, centralized Operations organization within Regulatory Sciences.
 - b. Collaborate with QAU to examine potential improvements to GLP training/readiness, and examine the document review process to maximize efficiency in review and reporting responsibilities.
 - c. Align on study start and back up file procedures; utilize electronic methods when appropriate to streamline process
 - d. Evaluate feasibility and timing of broiler protocol/report templating and automation.
- e) Promote an ethical work environment
 - a. Ensure team receives annual training on 8(e)/6(a)2 reporting requirements and more frequent dialogue as needs arise
 - b. Capitalize on new product development opportunities to reinforce the principles of staged toxicology testing to ensure both worker safety and evaluate product viability
 - c. Utilize successful experience of FY14 "Ethics Pause" to spread the concept to other RPCSC teams.
- f) Develop an inclusive environment.

- a. Conduct team building exercise(s) within TNC to maintain team cohesiveness
- b. Support cross-training to ensure team members have new developmental opportunities and to create flexibility in addressing workload needs
- c. Identify ways to recognize team members for accomplishments