

ISSUE #1

CMA should establish a mechanism to identify those members and Partners at the low end of the implementation scale in order to better target its implementation support.

Purpose: Current practice calls for CMA members and Partners to submit annual code self-evaluations to a contractor identified by the association. Aggregate code self-evaluation results are assembled and made available to CMA. The status of individual CMA member and Partner code self-evaluations are not made available to the association.

It is proposed that, under the direction of CMA's Vice President-General Counsel, a limited universe of key association representatives would review company specific code self-evaluation results. The objective of this proposal is to better target the association's Responsible Care® implementation assistance to the needs of its members and Partners. A further objective is to alert members and Partners at the low end of the implementation scale of the potential legal risks associated with not taking measures to fully implement Responsible Care®. CMA's Vice President - General Counsel is charged with the responsibility of identifying members at the low end of the implementation scale and providing associated legal advice.

Issue Criteria:

- CMA's contractor will make available company specific Code self-evaluation results to CMA's Vice President - General Counsel.
- CMA's Vice President - General Counsel will review these results with the Vice President - Responsible Care® and the Chairman of the CMA Responsible Care® Coordinating Group.
- Members and Partners at the low end of the implementation scale on each Code will be identified.
- The Vice President - General Counsel, in conjunction with the Vice President - Responsible Care®, will discuss with the legal representative of these companies factors contributing to this situation and will provide associated legal advice and advise the companies of the Responsible Care® assistance that is available to them..

ISSUE #2

CMA should establish a process for providing members and Partners with Responsible Care® Code self-evaluation results, presented by stages of implementation for each code/management practice.

CMA
BD-06/05/96

CMA 077853

Purpose: The purpose of this process is to enable all CMA members and Partners to determine how their company relates to the rest of the membership in carrying out each of the Responsible Care® Codes of Management Practices. CMA's Vice President - General Counsel is charged with the responsibility of carrying out this notification and providing associated legal advice.

Issue Criteria:

- After receiving all CMA member and Partner self-evaluation results on a given Code, CMA's contractor will confirm the receipt of the Code self-evaluation, and provide each member and Partner with the results for that Code in aggregate form, presented by stages of implementation for each code/management practice.
- This information will be sent under a cover letter furnished by CMA's Vice President - General Counsel to the General Counsel of each CMA member and Partner company.
- In the cover letter, CMA's Vice President-General Counsel will provide members at the low end of the implementation scale with associated legal advice.

ISSUE #3

CMA should take steps to expand the existing Responsible Care® Mutual Assistance Network to include line management.

Purpose: The existing Responsible Care® Mutual Assistance Network has been effective in bringing together CMA member and Partner company Executive Contacts, Responsible Care® Coordinators, and Practitioners of Responsible Care® to exchange information on the effective implementation of Responsible Care®. The RCCG would like to build on this success by including additional representatives from the membership in the Responsible Care® Mutual Assistance Network. This will enable these key representatives to share information on the successful implementation of Responsible Care®.

Issue Criteria:

- The members of the Board Executive Leadership Group Advisory Committee will work within their respective Regional ELGs to establish opportunities for bringing together key representatives from member and Partner line management who have a role in supporting the successful implementation of Responsible Care®.

ISSUE #4

CMA will establish a mentoring process wherein members and Partners that have achieved a high level of Responsible Care® Code implementation would assist those that are experiencing difficulties.

CMA
BD-06/05/96

CMA 077854

Purpose: CMA members and Partners have benefited, and the overall implementation of Responsible Care® has been enhanced, through the member-to-member information sharing that exists. CMA "loaned executives" have also made significant contributions to those members and Partners that have requested assistance in carrying out Responsible Care®. Here, CMA would be positioned to more effectively target this assistance by having a better sense of those members and Partners that need help.

Issue Criteria:

- Based on information supplied by CMA's contractor on the status of member and Partner Code implementation, CMA's Vice President - Responsible Care® will pursue a variety of means for assisting those members and Partners that are experiencing difficulty in their implementation efforts, including making available CMA "loaned executives" and establishing "mentoring" relationships with other members and Partners.

ISSUE #5

On a limited and targeted basis, member and Partner company Executive Contacts should be asked to identify their most significant efforts for advancing Responsible Care®, which will in turn be shared with the broader membership through the regional Executive Leadership Groups.

Purpose: Continued senior level support for the full implementation of Responsible Care® is seen as essential for the initiative to advance and for CMA members and Partners collectively to gain value for the achievements they are accomplishing with their key stakeholders. Sharing successful efforts for carrying out Responsible Care® through the ELGs will foster continued senior level support.

Issue Criteria:

- A limited number of Executive Contacts of CMA members and Partner Companies will be asked to provide the association with information about their successful efforts to carry out Responsible Care®. Based on the findings of the Code Self-Evaluation reviews, CMA's Vice President - Responsible Care® will be responsible for soliciting this information from those companies that are reporting to be at Management Practice in Place. The information will be used by the CMA Board Executive Leadership Group Advisory Committee to assist all executive contacts in developing their implementation programs.

CMA
BD-06/05/96

CMA 077855