



Getting the NAICC House in Order

Future annual meeting sites were planned, the newsletter policy guidelines were revised, the NAICC procedures manual was edited, and membership guidelines were clarified at the summer Executive Board meeting in Memphis.

In addition, the board adopted a marketing plan for NAICC to attract and retain members.

Board members also agreed without dissent to make what were called "house-keeping" changes to NAICC's organizational documents to clean up language problems and make it easier for NAICC to operate as a not-for-profit group.

To make the changes and set the house in order, NAICC members will be mailed ballots to vote on the re-wording of some provisions of the Articles of Incorporation, the Constitution and the By-Laws.

Annual meetings

The board instructed the staff to investigate possible sites for the annual meetings as far as five years into the future. Those sites will be presented to the board at the October meeting in Washington, D.C.

The newsletter guidelines set up a chain of command structure that includes the editor, executive director and

executive vice president, as well as board members to make sure everything in the newsletter is accurate and consistent with NAICC positions.

The policy and procedures manual adopted by the board is one of the four official documents of NAICC. The other official documents are the Articles of Incorporation, the Constitution and the By-Laws that members will be voting to adjust.

The manual contains the mission statement, official policies, such as who may speak on behalf of the organization, official procedures and motions made and passed by the Executive Board.

Board members also voted to accept the recommendations of the Membership Recruitment and Rules Committee (MR&R).

Members

MR&R Committee members, led by **John Grandin** of Wataga, Ill., have been studying the procedure for processing applications and requirements for voting members since the annual meeting in Memphis.

Past-president **Bruce Nowlin** and president-elect **Harold Lambert** called the membership committee's report some of the most outstanding work ever done by an NAICC committee.

Under the committee recommendations, applicants are presented with clearer definitions when they choose which category of membership to apply for. The committee report used the Big I Report as a guideline, but aims to make the membership more inclusive. (See related story on page 7).

In other business the board:

- Appointed **Charles Mellinger** of Glades Crop Care in Jupiter, Fla. as NAICC representative to the Pesticide Users Research and Regulatory Forum (PURRF). This forum replaces the Pesticide Users Advisory Committee.
- Identified the need to "package" membership services to make it easier to show prospective members the benefits of joining. Included in the service is the newsletter, a voice in the policy process for many federal laws and regulations, a presence in Washington when regulators or lawmakers need information, and exchange of technical or regulatory information with a network of consultants and contract researchers;
- Agreed to continue working with IPM Coalition and with organizations that will have direct input in the 1995 Farm Bill.

Sixty NAICC Boxes Arrived; Last Is Now Finally Opened

by **Daney Kepple**, Executive Vice President

Most people experience turning points in their lives — times of intense change which you survive only by promising yourself that someday you will look back on it and laugh.

Such a time happened for me one week in February, 1992.

I was in the process of moving my home and business back to Memphis

after a two-year hiatus in a small college town in middle Tennessee. My house was in typical moving-day disarray. The office was a hard hat area. My personal furniture and boxes were arriving at the new house at the same time that 60 (count 'em, 60) bankers' boxes of stuff belonging to the National Alliance of

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President's Message

Reacting To Change

Maggie Alms, NAICC President

I was sitting at the kitchen table with two of my favorite clients, brothers Paul and Tom. Three local dealerships wanted their business and all were offering services to entice them: agronomists on staff to answer questions, grid soil sampling, weekly crop monitoring, troubleshooting. Everything I'd been doing for 12 years was being offered to them for free.

Tom and Paul watch their expenses closely and they were being honest. They could save \$6,000 by not hiring me.

My first reaction was anger—blood-boiling anger. I was facing competition, subsidized competition, for the very services I had pioneered. There ought to be laws against things like that.

My second reaction was arrogance. No matter how good, those companies could never provide a service as good as mine. Their agronomists were not as careful nor as experienced. They were biased toward the products they sold. It wouldn't take much time for farmers to come to their senses and realize how clearly superior I was.

My third reaction was fear. I had worked hard for 12 years to build a business and it seemed to be crumbling under my feet. I was alone and in debt. I didn't know where to turn or what to do. It felt like the beginning of the end.

I had some strong emotional reactions to change.

They reminded me of another time, years before, when I was serving on the Board of the Minnesota Crop Consultant's Association. Centrol, a large crop consulting corporation, had been formed. It was born out of Cenex, a major supplier of fertilizer, seed and agricultural products and, although they said they were a service company and completely separate from product business, none of us believed it. It was a big change in Minnesota. We reacted emotionally.

Four Centrol offices opened within 60 miles of me. They had professionally-produced literature, better vehicles, newer computer equipment. Worst of all, their prices for scouting and soil sam-

pling were much lower than mine. My business, just showing signs of growth, was doomed. I could taste the fear.

I was arrogant. They said they were independent. Well, I was MORE independent. I was angry. When NAICC said Centrol consultants were independent and could be voting members, I vowed never to join.

Today I am president of the organization I vowed never to join. Kicking and screaming I was elected to the Executive Board in 1990 where for four years I've watched us seek positive answers to difficult questions.

I've watched emotions of the members being reflected in the decisions of the organization. As president, I find myself not only dealing with my own imperfect reactions, but with those of 400 members.

This newsletter highlights many of the changes which NAICC has undergone in its 16 year history. It is an organization which has evolved from a small, spirited group to a truly national group with a lot of spirit. As the maturation process continues, more changes are being recommended.

And I know how people react to change. Not always positively—I speak from experience.

Angry. Arrogant. Afraid. The three A's, I call them. They are normal reactions, but they can be serious roadblocks that not only blind, but hurt us also.

In agriculture we are seeing the beginning of the "services" explosion. More companies are offering services, but fewer producers are there to buy them. And this explosion was ignited years ago. It was in the mid-80s when I reacted to Centrol's formation and their inclusion in NAICC.

Need an IPM Number?

A current list of all IPM coordinators is now available from the Extension Service, USDA.

Anyone who would like the directory—or just the name of the coordi-

Since that time, other large consulting companies have been created out of product-oriented parents. Even more will appear. I reacted harshly then, and I'd probably do the same thing again. Perfection is taking me a while to attain.

But over the years, I have worked side by side with Centrol consultants and have been grateful for the chance to learn that my initial reactions were incorrect. Once I made it past the emotional roadblocks, I found friends. They are working toward the same goals for their clients as I am, and their professional and technical support has been invaluable to me.

It was two years ago when I faced Paul and Tom across their table. They forced me to face competition squarely and fairly. They forced me to evaluate and re-evaluate my own business, not to get stuck in the negative comparisons I wanted to make. They gave me the opportunity to step back from emotional reactions and to make dramatic changes in the services I was offering and the prices I was charging.

My business today is more profitable and more focused because of that opportunity. If necessary, I feel open to even more adaptation or change in my career. Once I made it past the roadblocks, past my three A's, I found competition to be the very thing I needed to stay innovative and in front.

It is in 1994 that NAICC is maturing and building on its foundation. The blocks are being moved into place, one by one, by group effort. You, as an individual, may not always agree with the shape of the building that's being created or the color it is being painted. You might strongly disagree with a choice being made. A suggested change may make you feel uncomfortable. It's mighty tempting to react in anger or arrogance—or even fear.

Instead, I ask you to get involved in the building. Study the blueprints first to learn what needs to be done and why. Knowledge and understanding go a long way in overcoming negative reaction.

We often react to change in negative ways. Helping each other and helping NAICC are the best cures I know. Roll up your sleeves and help.



Happenings on the Hill

by Allison Jones, Executive Director

Another Shot at WPS

Although WPS requirements for crop consultants and contract researchers have been delayed until

the first of the year, talks continue between NAICC and EPA on the plight of crop consultants and contract researchers.

Sources at EPA state that solving our problems through the "interpretative guidelines" process would be stretching the law too much. Originally, EPA officials felt that they could work with NAICC using the existing regulations. EPA has formed WPS working groups to look into opening the rule for public comment on portions relating to crop advisors, irrigation workers and training requirements.

EPA's plan now is to exempt crop advisors under the rule-making process. When the rule is published in the Federal Register sometime in the fall, all NAICC members are encouraged to respond by letter and explain why crop consultants and contract researchers are needed to help farmers implement IPM programs in the same manner currently in use. Watch this space for more information as it becomes available.

IPM Is Buzz Word—Again

Everywhere you turn you hear the acronym IPM in Washington. The Administration plans to implement IPM programs on 75 percent of the nation's

cropland by the year 2000 and all through the town you hear about IPM coalition meetings, IPM hearings in the Senate and House of Representatives, IPM Roundtable discussions, IPM databases, the list goes on and on. NAICC members and staff have been involved in numerous meetings and seminars dealing with the future of IPM.

Most recently, the Senate Agriculture committee asked NAICC to submit examples of successful IPM programs on certain specific crops for use at an upcoming hearing. Although a good amount of the paper was sent on the programs that NAICC already knew about, the Senate committee needs more to use in its deliberations on the upcoming 1995 Farm Bill.

If you have any programs that you have implemented for your clients that show how successful IPM programs can save money and use less pesticide, please send them to me at the Memphis office. Include information like number of farms and acres involved, relevant crop, practice used, pest being controlled, amount of pesticide use reduction, pesticide being replaced or reduced and economic impact.

1995 Farm Bill Under Way

Recently NAICC was invited to participate in the Farm Bill Roundtable hosted by the Environmental Conservation Subgroup of USDA Farm Bill Task Force. The 1995 Farm Bill will be a vital piece of legislation for agriculture and forestry, and USDA is taking steps to gather the viewpoints of the

many interested stakeholders—and NAICC is one of them.

Two roundtable meetings will be held in Washington by the end of August, and NAICC has plans to participate. A series of eight meetings co-hosted by the Soil and Water Conservation Society and titled "Agriculture and the Environment—Listening to the Grassroots" are also being held in cities around the country. The forum locations include Spokane, Wash.; Springfield, Ill.; Abilene, Tex.; Reading, Pa.; Sioux Falls, S.D.; Longmont, Colo.; Columbus, Ga., and Sacramento, Calif.

New EPA Look at Old GLP Personnel

Management and study personnel should be different individuals to comply with GLP regulations, according to a recent written interpretation of the GLP from the Policy & Grants Division of the Office of Compliance Monitoring.

"Compliance issues may arise when individuals who are part of the testing facility management perform study activities," said EPA in response to a researcher's question.

NAICC will be working with EPA to address this issue and will keep you informed. If you have not received the EPA advisory and are interested, please call the NAICC office in Memphis for a copy.

Opinion

Dear Editor,

What a busy week. It finally rained today and I have time to catch up from the 1994 World Pork Expo.

Overall, the weekend was a success for NAICC and the consultants in attendance. We did not do a lot of one-on-one consulting work with producers, but we did get some excellent exposure for NAICC. I was very impressed with the amount of international pork producer participants at the Expo. We spoke with veterinarians from Mexico to seed stock sales people from Brazil. The vet from Mexico expressed great interest in what NAICC members could do for him. He stated that with the increasing pork production in Mexico the environmental issues were becoming very important. I gave him (and many other people) a directory and explained that he could find consultants from Texas that he might be able to call on in the future.

When I last spoke with Chris Novak of the National Pork Producers, he said he would like to involve NAICC in more of his environmental functions and again June 9-11, 1995 for the next Expo in Des Moines, Iowa. I hope NAICC will begin to make contacts with consultants in Iowa for the next Expo as soon as possible.

Jeff Wuebker

(Editor's Note: Wuebker assisted Tom Menke of Menke Consulting Inc. in Greenville at the Pork Expo. This is his report to Allison Jones, executive director).

Boxes *Continued from page 1*

Independent Crop Consultants were delivered to the Great Lines office. To make the soup entirely inedible, Great Lines was expecting another major client to arrive within two days to negotiate a contract for the coming year.

To say that we were overwhelmed is an understatement—and that was before we opened the boxes.

All of us at Great Lines quickly realized we had to sit down, organize our priorities, brainstorm until we arrived at a solution and act logically on the sequential order of disasters.

Group suicide seemed an attractive option: we'd hold hands and jump from the window of our 22nd floor office. The building manager, no doubt thinking of the adverse publicity, suggested a less drastic cop-out. He rented us a windowless, airless cubicle on the fifth floor—promptly dubbed the Hell Hole by **Tabitha Glenn**—and we stuffed the NAICC boxes in there, safely out of sight. When the representatives of our other client arrived two days later, they found smiles and serenity: we even had flowers on the table in the front office.

We had NAICC out of sight, but not out of mind. The Hell Hole beckoned to us like a bottomless abyss. We knew we couldn't administer NAICC effectively until we had plumbed the depths and had a firmer foundation to stand on than 60 cardboard boxes.

Since the Hell Hole had limited oxygen, we worked in shifts sorting through the records and trying to get a true picture of this organization. We came to commiserate with Pandora who opened a box entrusted to her and all the miseries of the world flew out. And, like Pandora, we discovered hope amid the miseries—hope in the history of the people who founded and directed NAICC before us.

A very clear story of incredible dedication (and, perhaps heroism is not too strong a word to use here) on the part of officers and members of the organization emerged. Clearly, many people had made great sacrifices to work on behalf of NAICC.

Imagine leaving clients in the middle of the season to attend an NAICC-related meeting. Imagine paying most of your expenses to distant NAICC meetings. Try to imagine attending an NAICC meeting when your wife was very close to delivering your first child. You get the picture.

The air in the Hell Hole sometimes

became positively rarefied. It was obvious many people had given untold hours and spent hundreds of dollars of their own money to work on behalf of NAICC. They had made trips across the country to plead the case of crop consultants and contract researchers. They had fought battles with government, private industry, individuals and organizations that appeared as uneven as the David/Goliath conflict and come back with notches in their slingshots.

But some of the trends we discovered were disturbing. The correspondence revealed, not surprisingly, that individuals, organizations and groups had been treated inconsistently by NAICC. Different people made different judgment calls and far too many "outsiders" were offended, angered or hurt.

It was pretty clear from the records that NAICC had some powerful—and powerfully angry—enemies. It was equally clear that we still had a significant identity crisis. It almost seemed that

“Clearly, many people had made great sacrifices to work on behalf of NAICC.”

the rest of the world was divided into two groups: those who felt animosity toward NAICC and those who had never heard of NAICC.

Human relations issues weren't the only difficulties we encountered in the Hell Hole amid the 60 boxes. The tax return for 1991 had not been filed. Membership applications were backlogged, and the data base was in disarray. Financial records were sketchy at best. From time to time mugs and water bottles with old NAICC insignia on them were unearthed and someone suggested keeping these in the Hell Hole full of restorative spirits like, oh, mineral water.

I'd like to report that Great Lines swooped in, solved all the problems, and that we're all in the process of living happily ever after. But this is not a fairy tale.

A great deal of progress has been made indeed, but we're not prepared to take the credit. Individual members, committees, and the Executive Board have accomplished *coups* once only dreamed of. And there are a few more hurdles to be jumped before any of us

can do any significant resting on our laurels.

The work continues, the challenge remains, but it's never too early to celebrate progress. So I'd like to list some accomplishments, large and small, and some of the people who played major roles in their achievement.

Membership

The directory that went to press soon after we signed the association management contract with NAICC contained 270 listings. Today we have more than 380 members in all categories. Many people deserve credit for this steady upward spiral. **Dennis Berglund** and **Ray Young** offered cash incentives from their own pockets to new applicants from their states. **Brent Stombaugh** offered a split membership dues option with the Brookside Labs consultants who join NAICC. **Billy McLawhorn** designed a state chair system, and most of these individuals have worked hard at boosting membership from their home turf. Board and staff members have visited state meetings to pitch the case for NAICC. Those on the Membership Recruitment and Rules (MR&R) Committee do their part both by recruiting and processing applications. And a big part of the reason is that membership benefits are more obvious these days.

Washington Presence

This area, long spearheaded and worked toward by **Dan Bradshaw**, **Bill Dunavan**, **Madeline Mellinger**, **Earle Raun** and many others, gained new momentum with the arrival of **Allison Jones** at NAICC headquarters. A seven-year veteran from a Washington lobbying firm, Allison has put her contacts and savvy to work and, along with assistance from President-elect **Harold Lambert**, **Raun** and Secretary of Agriculture **Mike Espy** and his staff, gained the ear of EPA in time to change the course of the Worker Protection Standards (WPS). Communication channels are wide open, and President **Maggie Alms**, Past President **Bruce Nowlin**, Jones and others are in weekly communication with Washington officials as they lay the groundwork for the 1995 Farm Bill, WPS and IPM programs.

Public Relations

Many people define this rather vague term as media exposure or how-well-do-people-know-my-name. It's an every month occurrence now to find articles

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about consultants and contract researchers on the pages of the ag press, and recently the NAICC president was quoted in *The New York Times*. And don't forget the television and front page coverage the annual meeting received in Memphis.

Our reach now is much broader than that, however, thanks to a wide circulation of *NAICC News*, the video produced by **Bill Barksdale**, our handsome new tabletop display recently unveiled by **Tom Menke** and **Jeff Wuebker** at the World Pork Expo, and liaisons with the major professional societies, commodity groups and other agricultural associations. My guess is it won't be long before you don't have to explain what you do for a living to anyone you meet.

Communication

Your Executive Board has worked hard at communication and consistency. Clear policies crafted carefully by the board direct the staff's activities and ensure that NAICC functions like a well run, professional organization. Again, the

results are on-going, but it's encouraging to witness occasions when, as a result of open communication, some of our formerly outspoken critics become staunch supporters.

Best of all (for me anyway) the Hell Hole no longer exists. The last of the 60 banker boxes has been unpacked and the organization's records are safely stowed on computer disks or inside filing cabinets. This has enabled us to make some management improvements.

Under the supervision of past NAICC treasurer **Rich Wildman**, **Rae Jean Lichterman** instituted a sophisticated accounting system that arms the NAICC treasurer with information he/she needs to exercise oversight of fiscal operations. The result was the treasurer's report **Dennis Berglund** gave at the last board meeting that would have done credit to any Fortune 500 company.

NAICC now has a marketing plan, a planning calendar and a Policy and Procedures Manual to make sure we're all reading off the same page. Life is much smoother at NAICC these days.

While the last of those 60 boxes has been recycled, there is still housekeeping

to be done. The Membership Recruitment and Rules Committee (MR&R) took a giant step forward with the proposed guidelines that appear elsewhere in this newsletter.

Please read them carefully and think through their ramifications to you as a professional and to NAICC as a national organization. Then be prepared to vote by mail later this year.

You won't find earth-shaking changes in this document, which is recommended by the MR&R Committee, the board and the staff. What you will find are clear definitions of areas formerly shaded in gray and a transfer of ethical issues from the purview of membership to that of the Ethics and Grievance Committee where, many would argue, such issues properly belong.

In the history of NAICC this marks another turning point, another red letter day. By contrast to that week in February, 1992 it's not the kind of event you survive, but the kind you savor.

Oh—and there is a small, airless room for rent on the fifth floor of the NAICC headquarters building if anyone is interested.

Annual Meeting

Consultants, Researchers Set Topics

Committees representing consultants and contract researchers have outlined the topics that will be addressed at the January annual meeting in San Diego.

In keeping with the theme of next year's NAICC annual meeting 'Maintaining Clear Vision on Agriculture's Information Highway', the committees have tried to select topics that show how consultants use technology in their day to day business.

The comment was made at last year's meeting that some of the most interesting and relevant speakers were fellow consultants. So the committee made a conscious effort to use consultants when possible.

Those at the meeting will hear from consultants who use new technological developments that many of us have only heard about. Also included are speakers on "hard" technical topics that have immediate applications, and there will be presenters updating us on legislative topics that impact all of us.

Contract researchers also remarked at the last annual meeting that talking with other researchers helped them a great deal. They also liked hearing reports from

regulators who explained what EPA actually wanted from researchers. Therefore, those planning for the contract research portion of the program concentrated on those areas.

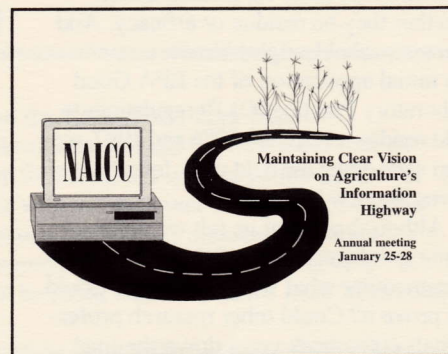
A partial list of topics up for discussion at the annual meeting includes: insect and weed resistance management, time management, the advantages and disadvantages of different types of business structures (corporation versus partnership versus limited liability partnership), using E-mail/Internet, how to design studies that answer questions, the difference between quality assurance and quality control, good automated laboratory practices, a checkup on how GLP is working, impact of transgenic crops and other biotechnologies on contract research, and tips on how to evaluate personal performance and resource management.

Those working on the annual meeting decided it was a shame to have NAICC meetings in interesting cities and have no time to visit some of the local attractions. After all, all work and no play, etc. etc.

So this year NAICC members and their families will have a choice of tour

packages that will show off some of the attractions San Diego has to offer. Tentative plans call for you to pick between tours of an aircraft carrier, the world famous San Diego Zoo, the Scripps Institute of Oceanography or Sea World. Naturally, you can strike out on your own, too.

Roger Irwin of AGVISE Laboratories, Inc. in Northwood N.D. has headed



the committee working on the contract researcher portion of the meeting while **Greg Krieger** of Centrol, Inc. in Galesburg, N.D. has chaired the committee working on the consultant's section of the annual meeting.

Negotiating a GLP Field Research Contract

by Roger Irwin

Anyone who has priced field research contracts knows first-hand what is involved in arriving at a financial arrangement that both parties can live with—that is, an arrangement that provides a quality “product” (your field research knowledge and skills) at a cost that the sponsor company (that is, the client) can feel good about while allowing you to reap a reasonable profit.

Traditionally, most of us priced rate comparison/performance efficacy trials where we could attract one or more clients to enroll their test products into a single study. This combination would allow us to make one or more applications at specified times to control normally one, or sometimes more, weed, insect, or disease problems which could be rated at a single time. Such operations could be bracketed to a single point in time and they allowed for efficiency in the whole operation, whether it was application, rating injury, counting insects or other appropriate data. More than the efficiencies gained, for most of us the rating of performance trials was exciting as we saw what new chemistries were doing in the field. We felt truly a part of the discovery process, and we may have priced some of this research as though we were reaping a personal gain beyond the financial return. We still see some of this and we find it somewhat difficult to price efficacy trials on the same basis as residue trials.

You might think that there shouldn't be a different basis for pricing trials, whether they be residue or efficacy. And you are probably right! However, with the initial application of the EPA Good Laboratory Practice (GLP) regulations to field residue research in 1986 and 1987, we who were doing the field work found ourselves in a new ball game.

Although most of us felt we were doing good work in the field, were we documenting what we were doing? Could we prove it? Could other research professionals come back years down the road and reconstruct what we had done? It didn't take most of us very long to figure out that the documentation which **must be done** to comply with GLP regulations would take us a considerable amount of time **outside** the field plots to show

someone else that what we said we had done we had actually done.

Today there are new kinds of considerations you need to make to price and reasonably negotiate a GLP residue trial. Here's a partial list:

- 1** Fully understand your obligations as a research scientist under the mandates of the EPA Good Laboratory Practice Guidelines, published in 40 CFR 160. There are legal obligations that you must comply with or you may face legal retribution.
- 2** What kind of research project are you considering? Do you have experience with the type of project you have been asked to price and possibly conduct? If not, do you have good reliable, patient fellow scientists in NAICC or elsewhere who can help equip you to do the job?
- 3** Be aware of those aspects of the proposal which are not necessarily GLP issues, but which either the sponsor or the project management organization may require to make their jobs easier. I sometimes call these 'gimmees.' They aren't listed on the pricing proposal or even in the final protocol, but are expected anyway. Such 'gimmee' items might include frequent study updates by fax which mean developing summaries. You may be required to take several photographs of every aspect of the study. Such operations may require a lot of additional time and material and you need to be compensated for that effort.
- 4** Try to obtain a copy of the protocol that you will be pricing/negotiating. There can be hidden costs which become evident only after you've read the protocol. Regrettably, the first opportunity you normally have to bid for a study is before the protocol has even been written! You have to be aware that needs and requirements of the protocol may change as it goes through the draft and review process. For example, are product and tank mix samples required with each application? How is shipment to be performed? Who pays? Is soil characterization to be performed by a laboratory capable of doing analyses under requirements of GLP? Is it to be

priced in the contract or billed directly to the sponsor?

- 5** What Quality Assurance (QA) operations will you be required to provide under the mandates of the protocol? Keep in mind that your organization has its own obligation of Quality Assurance under EPA's GLP. You are not released from your obligations simply because the client tells you that they will handle QA. The cost of your QA officer or unit must be taken into consideration.
- 6** Soil dissipation trials are notorious for consuming manpower and supplies. Make sure that both you and the client are clear as to who is responsible for supplying what. Soil dissipation protocols may require the research scientist and his/her organization to section and composite soil cores by depth, as well as provide the labeling, bags and boxes for shipment. Others may require soil cores to be shipped whole, but with very specific shipping instructions and packing procedures so that core integrity can be maintained during shipment and handling. Make sure everyone understands how they are to be shipped and who is going to pay for shipping expenses.
- 7** Don't promise delivery of the final data package/report before you have had adequate time for the principal field investigator and the QA unit to fully review and correct any points of the data package *before* you submit it to the client. You do yourself no favor if you hurry up submission of the package just to get it out of your hair. However, there may be valid reasons for quick and early submission of data. Recognize that it may cost you time from other operations, and you should be compensated for that.
- 8** Most importantly, price your services honestly. You know what it costs you to be in business. Don't look at contract research and *particularly* GLP residue research as a way of getting rich fast. It is not!

If you have limited experience in field research conducted under GLP, start slowly and carefully with less complicated trials, such as simple Raw

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Contract

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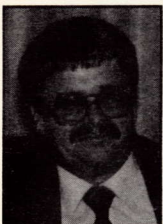
Agricultural Commodity trials. Do the best job you can for your client, keeping careful records of your inputs and actual cost.

Ask the right questions as you are preparing the bid, and if you see inequities between your bid and what the final protocol requires, act quickly to get the inequity corrected.

In my 15 years of contract research I have rarely had a problem coming to a mutually agreeable price that both my organization and the client could feel good about.

Clients don't mind paying for good research. Make certain you are doing good research. When you place your signature on the Statement of Compliance, you have just signed a document that you may well be required to defend in court one day.

Don't forget that shoddy performance and negligence could cost you more than a client company here and there. Don't think for a second that your client doesn't talk about the kind of work you do. You don't want to wake up one day and find



(Roger Irwin of AGVISE Laboratories in Northwood, N.D. is a voting member of NAICC.)

New Members

■ Voting

Frank Sances, Ph.d (Entomology)
ESA, HSA, CAPCA, PSA, ASA,
PAPA, AAIE

Pacific Agricultural Research Corp.
404 East Branch St.

Arroyo Grande, CA 93420

Office: (805)481-0920

Fax: (805)481-3165

Crops: Vegetables, wine and table grapes, strawberries and citrus.

Services: Contract research and development, pest and fertility management, forensic agronomy.

MR&R Committee Makes Recommendations

The Membership Recruitment and Rules (MR&R) Committee, chaired by **John Grandin** of Wataga, Ill., has recommended guidelines for determining independence, improving membership applications, and redefining membership categories.

When the Executive Board approved the committee report, several board members called the recommendations an "outstanding piece of work."

The MR&R committee recommended the word 'product' when used for determining independence should mean inorganic or organic fertilizer inputs, soil amendments, seed or plant products, commercially available equipment or machinery, chemical or biological pest-control inputs and animal feed or medicinal products.

Specific questions about independence should be asked of potential members to allow them to determine whether they meet the independence criteria. The questions suggested by the committee include:

- Do you provide technical data and/or recommendations to clients on a fee basis?
- Are your fees itemized and billed to the clients?
- Do you currently receive any compensation from a client's purchase of products based on your recommendations or data?
- If you are employed by a company, is your compensation supplemented or subsidized by income derived from the sale of products as they are defined by NAICC?

The committee also recommended the following membership categories be used:

- Voting members must meet the current member requirements, taking into consideration the above definitions of independent consultant/researcher and product;
- Associate category will include commercial, academic and affiliate members. In suggesting the associate category and investing it with all the communication and information privileges of voting members, NAICC would welcome with open arms any person interested in joining the organization. The committee mem-

bers felt this category would allow for a much more responsible, responsive, and inclusive membership;

- Provisional members' criteria was not changed;
- Student, Retired, Sustaining, Co-operative, State Affiliate and Honorary member definitions would be remain unchanged.

Finally, the committee suggested the Foundation for Environmental Agriculture Education be asked to develop and implement a course on ethics and independence as its first project.

NAICC president Maggie Alms praised the work of the committee and the integrity of its members.

Voting members included **Loarn Bucl** of Production Advisory Service in Sublette, Kan.; **Phil Cochran** of Cochran Agronomics in Paris, Ill.; **Dan Easton** of Easton Agricultural Consulting in Bagley, Iowa; **Paul Groneberg** of Centrol in Donnelly, Minn.; **Donald Jameson** of Agrimanagement, Inc., in Yakima, Wash.; **Beck Johnson** of Johnson Agronomics in Weatherford, Okla.; **Billy McLawhorn** of McLawhorn Crop Services, Inc., in Cove City, N.C.; **Charles Mellinger** of Glades Crop Care in Jupiter, Fla.; **Y.G. Reddy** of Crop Technology Co. in York, Neb., and **Pat Weddle** of Weddle, Hansen & Associates in Placerville, Calif. **Orvin Bontrager** of Servi-Tech, Inc., in Aurora, Neb., is a commercial member on the committee.

Alms said the committee's initial step was to decide that independence was not an ethical measurement.

"They decided to stop doing so much subjective interpretation. They made ethics an ethics issue, not a membership issue," she said.



(John Grandin of Key Agricultural Services, Inc., in Wataga, Ill., is a voting member of NAICC.)

Ethics

What Do You Tell A Neighbor About a Common Problem?

by Scott Peterson

NAICC Code of Ethics Article III. Relation of Professional to Employer and Client : A consultant shall not use, directly or indirectly, any employer's or client's information in any way that would violate the confidence of the employer or client.....A consultant shall not divulge information received in confidence.

One of my first experiences with this question cost my employer, Glades Crop Care, the loss of a new, large account. Shortly after taking charge of this account, my new client told me that he had heard that his neighbor just across the canal had a severe case of bacterial spot disease in his tomatoes.

Since he knew I also scouted for his neighbor, he wanted to know how bad it was and was it in those fields closest to his farm. He became quite upset when I explained that I was unable to give him this information. He pointed out that he had hired me to help him grow his crop and that since this was information that could affect his crop, I was obliged to share it with him.

Would this information affect his crop? Yes. Could I answer the question the way it was phrased? No. What did I say?

I said bacterial spot disease had recently become a serious problem in several fields in the county. I offered to outline the specific steps he should take to guard against this disease. But, I explained, due to our policy of confidentiality, I could not reveal the field specific information about another client's farm—just as I would not disclose information about him to others. I even went so far as to suggest he could ask his neighbor himself for this information if he really felt it was necessary.

My client then made me fully aware that my sense of moral responsibility to my other clients and my employer did not impress him. He called my office to express his displeasure and told us not to come back to his farm.

I am happy to report that I work for an employer who respected my decision and did not mourn the loss of this account (at least, not very long). Since that time I have encountered similar circumstances on numerous occasions. The case I just described is fairly black and white.

But most cases of information-sharing are not so clear to define. When a client adopts a new pest management strategy

which is superior to the one used by others, can you share this information? The first thing to ask is where did the idea come from? If it came from you be sure your client knows it. That way there is no problem sharing it with others.

From a client relationship standpoint it may be difficult to stand up for yourself when a client takes credit for your ideas, but it is necessary for your long term success. Rest assured you will be blamed for your failures, so be sure you get credit for your successes.

If the idea was truly your client's, patience is probably the best advice. Very few truly important facts stay secret very long. Let your client be the one to spill the beans first. Once he shares it with his neighbors, it is no longer confidential information. However, if he is one of the few who can keep a competitive edge secret, you must do the same. Most clients will respect you—even if it puts them at a temporary disadvantage—as long as you follow your rules and don't play favorites.

Finally, when in doubt, ask the client if you may share the information—but only if you are prepared to abide by their wishes. Clients appreciate clear, up front policies and will respect you for sticking to them.

To protect clients and consultants, Glades Crop Care has a "trade secret" clause in its contract when it hires a consultant. The clause forbids consultants from divulging trade secrets learned on the job.

Whether there is a clause in your contract or not, you would be wise to establish a policy in adherence to the NAICC Code of Ethics and live up to it. You'll be glad you did.



(Scott Peterson of Lehigh, Fla., is a voting member of NAICC).

REAP Certification

Gary Apel, Momence, IL
Custom Farm Seed
Martin H. Augustin, Spencer, IA
J.D. Baker, Jr., Hoxie, KS
Northwestern Crop Consulting
Thomas O. Blythe, Senatobia, MS
S-L Agri-Development Co.
Roger L. Butts, Peebles, OH
Agro Serve Consulting
William (Bill) D. Cox, Las Cruces, NM
Coxco Ag Services, Inc.
Marvin Ebach, Mapleton, ND
Centrol
Robert H. Fulton, Roswell, GA
Ful-Cor, Inc.
David W. Genereux, Crookston, MN
Centrol, Inc.
Rick L. Gilbertson, Sauk Rapids, MN
ProAg Crop Consultants, Inc.
Robert E. Glodt, Jr., Plainview, TX
Agri-Search, Inc.
Randy Van Haren, Plainfield, WI
Pest Pros, Inc.
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Centrol, Inc., of Twin Valley, MN
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