

Name R. A. PAGES 4-6
MEETING
NOTES



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NOTEBOOK

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58 837 45 2473314 7747

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58 837 340 2473314 7747

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58 837 385 2473314 7747

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STAFF MEETING - 11 JAN 82

① Fred Newman - coming in Jan 8th
will be invited by [unclear] (A.C.) Charles (A.C.)

② Richard [unclear] 21 Jan in [unclear] [unclear] [unclear]
on [unclear] saying in [unclear] [unclear] [unclear] [unclear] [unclear]
products, TSO wants feedback on [unclear] for
what to present in next [unclear] [unclear] [unclear] [unclear]
Nestline study program; [unclear]

③ Plans for [unclear] [unclear] - Dec 81 [unclear] [unclear] [unclear]
[unclear] [unclear] [unclear] [unclear] [unclear] [unclear]
[unclear] [unclear] [unclear] [unclear] [unclear] [unclear]

Don - [unclear] [unclear] [unclear] for [unclear] [unclear] [unclear] [unclear]
JCS - [unclear] [unclear] [unclear] EPA [unclear] [unclear] [unclear] [unclear]
([unclear])

Don C. [unclear] - [unclear] [unclear] [unclear] [unclear] [unclear]
[unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear]
[unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear]
[unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear]

([unclear] [unclear] [unclear])

Don - [unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear]
[unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear]
[unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear]

Richard [unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear]
[unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear] [unclear]

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1002976022

STATE OF NEW YORK
OFFICE OF THE ATTORNEY GENERAL
ALBANY, N.Y.

WD JLC OBS RF
HAM JES RAT TSO
RDC

STAFF MEETING 17 JAN 82

1

TOPICS (27 JAN)

① Fred Newman - coming on Jan 18th
will be briefed by Dunn (A.M.) & Charles (P.M.) - 3

2) External Committee Announcement has been asked to

② Richmond Mtg 21 Jan - Drs. make P.M. presentation
on things going on which could lead to potential new
products; TSO wants feedback on ideas for
what to present by next Mon ~~morning~~ morning
Nicotine analog program; LCB for approval
Hudson Policy

③ Plans & Budgetary Mtg - Dec 81 went well
Pollack, Collman, Goldsmith, Seligman in couch.
C Levy attended by invitation; Dennis R. will

Dunn - academia appeals for \$; ^{inquiries} funnel to TSO!

JLC - rumor has it that EPA will be cut 80% by Jun 1, 82
(EPA)
John G. Bailor - Eve seminar speaker Jan 20th

TSO - Visit to Dorassi - interest by CD in genetic engineering
F tobacco plants; what would we like to have
^{Keep this quiet} changed - gene that incorporates NO₂

RF - Barclay - FTC has put asterisk next to Tar no.
Gori - cotinine matter for nicotine and tar intake
among ~~Barclay~~ Barclay smokers 1002976023

Tobacco Products - smoke

Packwood - Hatch have a bill that would require that all
cigarette additives be named to FTC or someone else.

2

SE 492 11

261133M 71172

① Fe^{2+} (A.H.) $\rightarrow \text{Fe}^{3+}$ (A.H.) $\rightarrow \text{Fe}^{4+}$ (A.H.)

at later night
 M.F. 10:00 AM - not 15 PM (15)
 was 1st time of last time when no more
 not 1st time of last time when no more
 1st time of last time when no more
 1st time of last time when no more

How Amos

18-2

1. Costly misleading to enact (C)

names: 12, 11, 10, 9, 8, 7, 6, 5, 4, 3, 2, 1

mentale und behalt.

DET. 1-10-72

1981-1982

700 5000

participating in litigation in 10 or fewer cases.

2004 11 10 27

704 CRYSTALLOID 1/1/1/1

... hat die besten Chancen für ...

[illegible]

720002, 1st Lt [illegible]

1. The first stage of the process is the initial assessment of the situation.

BIOCHEM DIV MTG notes 229 JAN 82 - smit x 97 (8)

MGRS MTG TOPICS 2 (27 JAN) - 21 sec mem in

1) Summer Intern Program - ~~Administrative~~ MGRS
will be one; reduced somewhat, have asked for 3

2) Internal Transfer Announcements - ~~in memo only~~ (pink letter)
No posting unless a promotion is involved (memo only)

Brenda Burke will join Karen's group Feb 1

3) Excused Absence without pay - ~~105742~~
unique policy to R&D; will continue policy & submit
Director's signature needed for approval/authorization

4) Mailroom Policy - ~~mail filtering~~ A-E lunch meals McDonald
Pens/Pencils/Paper; ~~mail~~ with 2 pencils/2 pens
Nancy will keep small supply if you get in a crunch.
Employees need to be more courteous; Bernie K. will
address that problem 105742 - 21113

5) Snow Days - problems caused by last announcement
JLC policy - can take day off as excused absence or
vacation at your option; if you have a lot of excused
time already - watch it; it will be reasonable

6) Computers - entry of orders; computer disaster recovery plan
PMIS will come up with; been extended to R&D
we will be approached by CAD personnel in next few weeks
- how would it impact you? down for 2 days or 2 weeks or
2 months - how would it affect you?

7) Tuition Refunds - employee must be on board for
90 days; no exceptions to policy

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8) Flex Time - 8:30 to 9:15 min start times. 10/11/2015

You may use 15 min. starts. 23.5 of now, 29.2M

Forms to evaluate impact - one for Mrs. E & 7. Loble has them. In some cases, one of employee

9) Hosekeeping -- reminder to keep up the hose tests (5
plus one more)

10) P&Os schedule for Feb 1 2018 meeting on

Brother's Book will join yours soon. Love

SPARE - - mag tualha sonda 620x3 (E

B. Lehman - inspection yesterday; shields & policy
not to 5 front have glasses available for visitors - can get in stockroom

Nancy has 3-4 pairs if anyone needs some paper

Spring housecleaning - Mar/Apr; try to keep area ^{business} in front

Levels of electrical boxes, clear, 2' ^{or more} from normal
flam. & No. flammable materials in chaseways - stuff stored in boxes

C. ELLIS - "SAFETY GLOVES" bag for 2000

transmission for all cases - not just for

to general house in the job etc - not a

described to take and on 7: waiting up to 15 minutes

Admission of the 3; two John - please admit

(b) Conclusions - original 2 volumes; complete 9 volumes; 2 volumes

THIS will come up with: new extended to 150

27 Nov 77. *trans* in laboratory (P) and laboratory of W. H. H.

- Now lower it below and give for 5 days or 5 weeks

Some letters to show work - entrance

(P) The first night - some questions are asked

No good - no exceptions to police

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TSO

EBS
WED
RESRAP
JLC
RDC

RF

(5)

STAFF MEETING FEB 11 FEB 82

ISSAN DIRS MTG TOT to know MT of established

MAX 2H. DIRS MTG EVERY 2 WKS = ADMINISTRATIVE MATTERS

TECHNICAL

SRNs - New grids, compensation - long for Sect. Ltr.
by end of mo.

Mgts can approve Grade 8 SRNs

Performance Ratings - tougher to get outstanding ratings

21 Dept. had 48% outstanding ratings.

External hires - difficult (all the way to McDonnell)

Industry try to fill internally; going to be tough for
next year or two; if you lose people you're probably
not going to be able to replace them unless they're
absolutely vital.

Affirmative action - upward mobility for females and minorities

Authorization to sign purchase requests - \$ amount tied to
salary grade - USE WITH DISCRETION

Capital Budget - cut 31% of Q of budget; justify

Organizational Charts - Dir gets TH USA charts
see him if you want to look at them.

Appraisal System - O, E, M, T, U instead of A, B, C, etc.

No pluses and minuses on SRNs, anymore

Reclassification for D.owitz -

T. Laszlo - resigned; can get him through Eichorn

if you need him - 1002976027

6

RT

RT
JLC
JLC

RT
JLC
JLC

RT

Snow Days - 2/23/82 - 11:00 AM - 1:00 PM

Candidates for PM award at TCRC?

2/23/82 Reorganization in Europe - 11:00 AM - 1:00 PM

~~11:00 AM~~

11:00 AM

Denmark

Group 1 - EEC countries plus EFTA?

Group 2

1 Feb 82 - 11:00 AM - 1:00 PM

Proj Rev Format - who attends?

(Note) JLC - F. Watson's replacement should come from within

not PMIS but to be

rebuilding of the old structure

WS-14 is pretty much dead. Reformulating Northwind

as a menthol. 10/1/81

Proj Rev question - 11:00 AM - 1:00 PM

quality of ~~losses~~ annual; quality of science

critique - give to TSO handwritten to take up at

11:00 AM - 1:00 PM

"We'd better make sure that our house is

in order if we're going to throw stones

at others" 11:00 AM - 1:00 PM

no questions have been asked

11:00 AM - 1:00 PM

11:00 AM - 1:00 PM

11:00 AM - 1:00 PM

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JLC NWP RNF
AHW KRS SL
RWMG RDH TTY

7

BIOCHEM DIV PROS LDERS MTG 24 FEB 82

Myrs Mtg 23 Feb 82

- 1) Action Cost Team - G. Koch R&D rep
\$100K goal for R&D - suggestions for reducing
operating costs ~~the~~ outside normal area of responsibility
Richmond-wide goal for 1982: \$12.5M
- 2) Office Supplies - minority contract to outfit in Norfolk - didn't
deliver; now can get whatever you require.
- 3) Tour Guides - 10 4 being trained
2 guides/div is goal. McKay/Milham/Ayers
↓
trainee
- 4) Internal Placement Procedures - bids lost in mail
- 5) New Employee Orientation - div responsibility to provide
safety orientation; Myr responsible for seeing that new
employee's attend Cacciotti's orientation
- 6) Safety Audit - > Pilot Plant - Max reemphasized commitment
~~to~~ Turano: "No short cuts through > Bldg"
If you're in the pilot plants you should have business there
- 7) ~~Box~~ Telephone Billing System - a reminder that they're monitoring usage.
- 8) Van Pooling - Company is pushing 1002976029
5 are just sitting there -
- 9) A.A. Goals Meeting - 2d or 3d week in Mar. -- Dirs & ERO
- 10) Cost & Personnel Savings - internal replacement policy
in spring - exercise to determine need for existing projects
1 mple. goal - identify less needed, less urgent

8

7/17
12
11/11
7/17
12
11/11
7/17
12
11/11

58 projects. People in those proj. could then be made available for reassignment. Richmond-wide Process should be completed in August. Will be hearing more shortly. Don't have review is to be done.

Performance Appraisal System - SLC in error; Cross out 1's and 2's in Form - do not use. New forms are on order.

11) Max Visits - he was pleased and generally impressed; not going to do again in that format; when you have something to show him Mr. should invite no longer than 30 min. Each proj. should be covered once/yr.

SLC idea - Invite him up - just prior to Proj. Rev. each area

12) Kuhn - Mr. should be attending technical seminars. Schedule meetings for when seminars are scheduled.

Promotability - Proj. lts responsible for keeping track of this; keep it in mind.

Safety - 5th Floor and handling of carcinogens

Distribution List - Special & Completion Reports - copy Max & Dir & other appropriate Mgrs, etc.

Trip reports - do not copy Max. 1002976030

Memos - 1/2" - 1/4"

Smoking & Health related info - separate memo to Jim (copy TSO)

mechanism to get info before Max

(9)

Performance Appraisals Part C - JLC: action plan to improve specific deficiency; attendance at Mgt. Dev courses -- must be listed in Part C. can → or strengths - continue to improve - for it

Cafeteria - Cooper sick; Thomson / Koslowski trying to find a solution correct problem(s) - 580 in R&D - 120 to go to Ops Center soon

1) New Tooling -

Hazardous Waste Management - Update of responsible people -

Ted Katz - To Chen Res Monday Mar 1st; no space until Mar 15th; working for Harvey Grubbs

1) The Hazardous Waste in the Mar 1st -

1982 Capital Forecast -

capital revisions -

30 min maximum visit.

1) Action Cost Teams -

R&D and For 1982 -

13 520 employees in Richardson

1) Distribution Lists -

1) 1982 -

1) Ted Katz -

1) 1982 -

1) 1982 -

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10

Performance Appraisal - 31st March 2010 - 1st of April 2010
Specific objectives of the appraisal - 1. To assess the performance of the employee in the past year.
2. To identify the areas of strength and weakness.
3. To set targets for the coming year.

Caterina - 2nd of April 2010 - 1st of May 2010
Caterina is a very good employee. She is very hard working and is always willing to go the extra mile. She is also very organized and is able to manage her time well. She is a team player and is always willing to help her colleagues. She is also very creative and is able to come up with new ideas. She is a very good communicator and is able to work well with others. She is a very good leader and is able to motivate her team. She is a very good problem solver and is able to deal with any situation that arises. She is a very good asset to the company.

1st of May 2010 - 1st of June 2010
Caterina is a very good employee. She is very hard working and is always willing to go the extra mile. She is also very organized and is able to manage her time well. She is a team player and is always willing to help her colleagues. She is also very creative and is able to come up with new ideas. She is a very good communicator and is able to work well with others. She is a very good leader and is able to motivate her team. She is a very good problem solver and is able to deal with any situation that arises. She is a very good asset to the company.

1st of June 2010 - 1st of July 2010
Caterina is a very good employee. She is very hard working and is always willing to go the extra mile. She is also very organized and is able to manage her time well. She is a team player and is always willing to help her colleagues. She is also very creative and is able to come up with new ideas. She is a very good communicator and is able to work well with others. She is a very good leader and is able to motivate her team. She is a very good problem solver and is able to deal with any situation that arises. She is a very good asset to the company.

1st of July 2010 - 1st of August 2010
Caterina is a very good employee. She is very hard working and is always willing to go the extra mile. She is also very organized and is able to manage her time well. She is a team player and is always willing to help her colleagues. She is also very creative and is able to come up with new ideas. She is a very good communicator and is able to work well with others. She is a very good leader and is able to motivate her team. She is a very good problem solver and is able to deal with any situation that arises. She is a very good asset to the company.

1st of August 2010 - 1st of September 2010
Caterina is a very good employee. She is very hard working and is always willing to go the extra mile. She is also very organized and is able to manage her time well. She is a team player and is always willing to help her colleagues. She is also very creative and is able to come up with new ideas. She is a very good communicator and is able to work well with others. She is a very good leader and is able to motivate her team. She is a very good problem solver and is able to deal with any situation that arises. She is a very good asset to the company.

1st of September 2010 - 1st of October 2010
Caterina is a very good employee. She is very hard working and is always willing to go the extra mile. She is also very organized and is able to manage her time well. She is a team player and is always willing to help her colleagues. She is also very creative and is able to come up with new ideas. She is a very good communicator and is able to work well with others. She is a very good leader and is able to motivate her team. She is a very good problem solver and is able to deal with any situation that arises. She is a very good asset to the company.

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25 FEB 82

11

BIOCHEM DIV MTG -

25 FEB 82

- 1) Office Supplies - "can" now get whatever you wish - must sign Administrative letter for it
- 2) Tour Guides - 22 people / div. initial requirement
- 3) Internal placement procedures - employees' responsibility not the mailroom's to see that bid gets in on time.
- 4) Van Pooling -
- 5) New Employee Orientation - Safety -
- 6) Safety - Audit conducted last week. Max puts safety as a very high priority
- 7) Now through traffic in C and/or D Pilot Plant -
- 8) Max Visits - new policy for future visits -
project level visits, must visit entire div. once a year.
30 min. maximum visit.
- 9) Action Cost Team - Forit named George Koch
R&D goal for 1982 - \$100K
13,580 employees in Richmond
- 10) Distribution lists -
- 11) Cafeteria -
- 12) Ted Katz transfer -
- R. Hellams - Safety Talk "Safety Guidelines For Laboratories"
- Safety in D Pilot Plant -

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12

25 FEB 85

1) Employee Training

BRICKER 31A WLC

Employer responsibility

Employee "can not" get "work" done - 25102 25170 1

New employee orientation

Recurring training programs - 25102 25170 1

Special training programs

2) Physical Requirements for Laboratories

3) Chemical storage

25102 25170 1

4) Safety & Health Guides - For Employees

a) Personal wear of lab coat - 25102 25170 1

b) And skin exposure

c) Lab environment

d) Lab techniques and procedures

e) Smoking in laboratories - 25102 25170 1

5) Emergencies After Normal Working Hours

a) Small fire

b) Larger fire - 25102 25170 1

c) Injury, sudden illness, or incapacitation

d) Chemical spills or discharges

e) " " - 25102 25170 1

f) Radiation related emergencies

substances

25102 25170 1

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considered "not a"

25102 25170 1

TSO RJ WD JW
CBS RF
MAN RAP

13

TSO Staff Mtg 25 Feb 11

2 Dirs Mtgs since last staff mtg
Administrative Mtg 14; status of exp 2.1

1) Summer Employees - 32 requested and 16 granted
Jim Ted Bill each get 10; 1/div.

2) Table of Organization - T&D only
will issue each quarter; not to be copied or circulated
given to each Mgr and Dir

Tongard will keep - she also has TPM USA don't
EBS: Why all the secrecy internally? TSO: Basically because
the more people who know the easier for it to leak out
(to outsiders)

3) Compensation Tong - Section Ldrs to be trained
(R. Kornfeld); every SRN needs 2 signatures

2/1/11 No longer need to fill out form to get SRN - just call Hilda

4) Personnel Files - Sr. & above now in ERO; used to be
kept by Karl Sharp.

5) Staffing changes - require Max's signature

6) Tong Request Status - Managing Eff. Mtgs - almost complete
only 15% of performance appraisals in R&D have a part C.
TSO has problem with Part C - telling you how to develop.

Course - how to fill out Part C

7) F. Watson replacement discussion - TSO carried our message

8) Washington Lee Mount Inst.

9) Safety in D-Pilot Plant - Turan...

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- 10) Affirmative Action vs Internal Placement
- 11) Tobacco Utilization Committee
- 12) Executive ~~MDA~~ MBA Univ. of Richmond
1.5 yrs to complete ; \$13K/head cost to PM
- 13) McKenzie Study - cost effectiveness vs personnel
Cost of personnel savings ; overbuilt staffing

Tech. Mtg on 22 Feb -

- 1) Richmond Mtgs Discussion

EBB will have 20 min on flavors

TSO - cigt. & future

- 2) Gatekeepers for Internal Tech. Transfers

- 3) Tobacco Util. Comm. - who handles what?

- 4) Future Strategy on the Changing Cigt. - & TSO -

Smoking or Health? - Mtg in NY in Nov

Lung and Cancer Soccs.

Our mission will be to make someone in NY think that it's serious.

Technical critique of proj rev - Will bring up at next Dirs mtg.

EBB: Chemical tracking system document
Cacciotti hasn't done anything except pass the buck.

JLC: DC Pilot Plant 1st floor - Keep it unless you have business

- 2) VPs/Dirs - on special reports? Why not just give them cover sheet and abstract - if they're interested they can then get a copy

TSO - you guys decide;

- 3) Action Cost Team - directed to Fagan, Dunn, & Mantelli

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21 MAR 82

15

TSO: get rid of Canteen Associates MTR

Fagan: March 1st gun from Tobacco Institute

1) For 7:00 P.M. Univ. of Richmond Gottwald Science Center

Dr. D. E. ...

Michael Zimmerman - 6905

E. L. ... - 6918

Colly ...

2) Environmental Extension Contacts -

... ..

... ..

... ..

3) May 1st

... ..

4) Unpublished Publications -

... ..

... ..

5) SEH Seminars - May has responsibility

... ..

... ..

6)

... ..

... ..

... ..

... ..

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(16)

1. The student body is expected to be in the top 100 of the student body in the next few years. The student body is expected to be in the top 100 of the student body in the next few years.

1.5 years to complete the project.

2. The student body is expected to be in the top 100 of the student body in the next few years.

3. The student body is expected to be in the top 100 of the student body in the next few years.

4. The student body is expected to be in the top 100 of the student body in the next few years.

5. The student body is expected to be in the top 100 of the student body in the next few years.

6. The student body is expected to be in the top 100 of the student body in the next few years.

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21. The student body is expected to be in the top 100 of the student body in the next few years.

22. The student body is expected to be in the top 100 of the student body in the next few years.

23. The student body is expected to be in the top 100 of the student body in the next few years.

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31 MAR 82

(17)

BIOCHEMICAL DIVISION MTG

also report on new and existing programs.

1) Four new employees - only one is a health physicist

Dr. P. Faustini - 1101

Michael Zimmerman - 6908

Ralph Kaiser - 6908

Colleen Dwyer - part-time - 6907/4/6

2) Environmental Emergency Contacts -

appropriate local agency must be notified
R&D Director must be contacted - the Dir
will take it from there

3) May 1st CORESTA Mtg Paper Deadline -

Winston-Salem, NC

4) Unescorted Salespersons -

not supposed to leave reception area unescorted
to wander around P&S Ctr

5) SEH Seminars - Mgr has responsibility
to inform you about these; you are expected
to attend

1002976039

6) Long Distance Telephonic Calls -

best of dial tone after you're finished dialing
means your call is going by the most expensive
line; hang up; try again in a minute;
IT WILL SAVE MONEY

if you are contacted say

SS 9AM 15

7) Employee Referrals to EEO —

stepwise process has been set up; only those that are the most qualified will be interviewed. — initial & etc.

8) Library Calls — don't leave library no. to have calls forwarded to you.

9) Travel Bookings — if you come across way to save money on these, please let your secretary & Crow know. — 3 telephone numbers for

bookings of home agencies special rates / fares, etc.

10) FlexTime — today is the last day of experiment; flextime will continue during the evaluation period of 4-5:30 PM to 6:30 PM.

11) Overhead Budget Analysis —

no one will lose their job because of this between exercise; don't panic over this for

H. Garcia — "Safe Handling of Chemical Carcinogens"

business and safety hazards way around it

— all 22 employees will be trained

available budget — don't want to be too tight

employees have to be aware of the money involved

employees are not to be afraid of the word "budget"

THOMAS 3V42 1101 76

1002976040

BIOCHEM DIV MTG

21 MAY 82

(19)

MGRS MTG REPORT

- 1) Sep 13th - Safety Awareness Course for Managers

4 reportable accidents since Jan '82

Job safety analysis pilot program started in Wickham's Div.

- 2) Safety in Pilot Plant - riskways in pilot plants
are safety glass areas; only balcony area
is not

- 3) R&D ERO now has resp. for TTG, Bev. Lab, Joe
Lloyd's international services group (~60 additional
people).

Performance appraisal forms updated and at now are
"a nightmare" - +/- are still there

- 4) Evening Seminar Program (JLC) - thinks has gone
downhill. they're working to improve.

- 5) Lodge 10 ^{electricians,} ^{millwrights,} machinists, etc. are in process
of negotiating a new contract for the fall -
they're being very, very picky about grievances
For a negotiating advantage; ~~the~~ handle your
relations with them carefully.

- 6) Jim on vacation next week and 3 days the
following week. Ferguson's in charge.

Terry away in pers. bus. - Terry is temp. PL.

- 7) Peter Taylor (Tim's TV) - sinking & health
documentary producer; in USA now working on a
look about tobacco; if you are contacted say

1002976041

BIOCHEM DIV MTG 14 JUN 82

1) No safety topic this month - Fire Extinguisher training for everyone

2) Introductions - at 1:30 PM

Bruce Davies 5000 6902

Frank Gullotta Cindi Schulz

Electrophysiological Studies 1620

Vic DeNoble Yvonne Drogen Paul Mcle

Behavioral Pharmacology 1610

Within the Division - O.K. to talk about these proj.

Outside " " - on a need-to-know basis

Will be treated just like other proj. in the Div

1610 - Dry Run for Project Review

Wed., 16 Jun, 2:00 P.M. Lecture Hall

3) Flex-Time -

In R&D 45 min lunch period (not 30min)

In effect for an indefinite period

Chem Res is now on flex-time

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Transparency will require Div approval

(22)

4) Increased visibility -

Biochem. Res Div Seminar

invitees: VP, Des, Mgrs, Prins, Assoc. Prins. (1)

Richmond Mtg topics for select audience (-

How can you be visible? -

- 1) Project level presentations - within proj.
- 2) Divisional seminars - like Jim gave last week
- 3) Biochem. Res Div Seminar (see above) -

opportunity for more senior level people

4) Richmond Mtg - Jim gets to recommend presenter(s) (Max & Tom decide)

1002976044

28 JUN 82

BIOCHEM DIV PROJ LDRS MTG - 11 July 1982

1) Al Warfield will be an Assoc. Sr. Sci. effective 1 July.

2) Expense Accts. - leave room for JLC's signature.

Mgrs Mtg Highlights -

3) R&D Safety Report - 2 near misses in Pilot Plant last month for H₂O/electricity

4) Bill Farne - 2 MIT reports on work

Project longevity issues a) socialization phases

b) innovation & creativity

c) satisfaction - productivity declines
needs strong supervisor - control/director

2d paper - How people get promoted

New employee - gatekeeper mentor during first 6 mos.

high probability of getting promoted.

Assoc. Prin. Sci. could function as gatekeepers

5) Monthly Progress Reports - Change -

a) report frequency monthly/bimonthly at discretion of Mgr

b) Development format may be used.

c) May not be longer than 2 pages.

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6) Richmond Mfg - Visual aids

Transparencies will require Dirs approval.

24

58 JUL 85

Visibility / legibility are keys

VICK M842017

Flip charts are encouraged.

Blackboard style presentations are acceptable.

Lights will not turned off at Richmond Mtg.

ough for slides - 250A 250B 250C

7) Traffic Control (JLC) - 250A 250B 250C

No security officer at Gate C - Bell's Road.

Need for pedestrian overpass - 250A 250B 250C

Need for sidewalks around the Ops Ctr.

8) Reporting of Absences -

Division records take precedence of Admin

Term "excused absence" no longer be used

200A 200B 200C 200D 200E 200F 200G 200H 200I 200J 200K 200L 200M 200N 200O 200P 200Q 200R 200S 200T 200U 200V 200W 200X 200Y 200Z

200A 200B 200C 200D 200E 200F 200G 200H 200I 200J 200K 200L 200M 200N 200O 200P 200Q 200R 200S 200T 200U 200V 200W 200X 200Y 200Z

JLC only concerned with getting job done.

9) Flexible Work Hours -

R & D will have 45 min lunch period.

10) Organizational Announcement - Delta 7000

11) Overhead Budget Analysis -

F. Friedman is preparing '83 budget as if it

will be eliminated.

200A 200B 200C 200D 200E 200F 200G 200H 200I 200J 200K 200L 200M 200N 200O 200P 200Q 200R 200S 200T 200U 200V 200W 200X 200Y 200Z

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12) OCC Highlights - 3MTH SUMMARY 9/7/77

13) Du Moulin/Walk Visit 20-24 Sep 0/77

Will be interacting with Zacher Dr personnel for

14) Fink/Piadé Visit 19-23 Sep 1977

Levin/Whitefield Limonene/C₃/neophytadiene reference

21/7/77 data for application to SS ambient conditions 2R1

SS/7/6 discuss with Fink (include JLC) to establish

15) Reduction of Admin Workload -

Suggestions from M.H. as discussed for streamlining

a) eliminate dry file - one copy available in A-2

Other changes include "dry" files "Ops."

b) change appraisal/SRW system to keep them together to eliminate one round of paper

Financial Planning - JLC against this.

c) Petition Finance to reduce variety of purchase forms.

d) Eliminate Financial planning forms

e) Reduce redundancy in Annual Reports -

Cover & abstract only o.k. on Special Rpt.

f) Reduce detail in financial planning for final budget.

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(26)

5 YR PLANNING TIME — July 1 - Aug 1 1982 (1)

Rs/Os for 1983 — July - Aug 1982 (2)

Results of OBA to be integrated in.

4 people from Biochem — July 1 - Aug 1 (3)

1st Individual Rs/Os. First — project by project July 15

Proj Ltrs to Mgr (Ltr) July 22

Adm Ltr — July 22 (4)

Adm Ltr — July 22 (5)

S-A to Mgr (Ltr) July 22 (6)

Adm Ltr — July 22 (7)

Adm Ltr — July 22 (8)

Adm Ltr — July 22 (9)

Adm Ltr — July 22 (10)

Adm Ltr — July 22 (11)

Adm Ltr — July 22 (12)

Adm Ltr — July 22 (13)

Adm Ltr — July 22 (14)

Adm Ltr — July 22 (15)

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TSO STAFF MTG

(over 29 JUL 82 - missed 6)

- 1) Agricultural Field Trip (IT 1/2)
- 2) NY Academy Conf - Conf on Cellular Systems for Toxicity Testing - J. van der Vliet will attend
RJ Reynolds Tobacco Co. contribution to conference
- 3) Monetary Approval Authority - 6/22/82

Policy vs. exceptions annual report (1)
 THUSA Grade II and below - declassified
 (Res Sci) - 10/11/82 51/166

1) Only Mgrs sign - others discouraged from signing
 2) members should not sign

INBIFO Paranoia - put in envelope before putting in mail

1) Signature in envelope covers letter 2/2/82

Jun 21 Dirs Mtg - 1/1/82 1/1/82

- 1) Evening Seminar Committee? - 1/1/82 1/1/82
 1) Technical quality - upgrade 1/1/82 1/1/82
 1) Management Review - 1/1/82 1/1/82
- 2) TCRC Award - 1/1/82 1/1/82
 1) J. Seeman nominated

3) CORESTA Mtg - TSO/Jenkins/Charles/Pages

- 4) TCRC Mtg - 6 Boden/6 Chem/Carpenter/John/Manzelli
- 5) Richmond Mtg - trying to get to 6/yr visit 1/1/82
- 6) Reducing Admin load (Farone) - 1/1/82 1/1/82
- 7) Return reports and red books when you're through
- 8) Succession planning / review of minorities -

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9) Missing salary grade (Turano)

No 10

9 → 11

at R&D

9:10 in Eng. building A (

10) OBA Overhead Budget analysis

11) 1982 Prog Rev & 5 yr Plan

12) Gaisch to here next week - changed 15

1) Sideburns

4) Cooked Flavors

Waitresses - what time 11:30

Jul 12 Dirs Mtg -

(see sat)

1) CORESA Agenda items -

2) Admin load - reduction &

3) Distribution of Monthly Progress Reports -

Mgrs must approve addrs. in writing.

Don't store reports in RM

4) Aug 18 - Majant - Succession Planning / Minorities

5) Direct deposit of money - automatic deposit

6) New types of tobacco

7) OBA - Richmond 8.2% reduction

8.0% redn. R&D

38 people to move around - still in progress

8) Division Plans

9) Safety Shoes - shoe caps for walking through

10) New Reserved Parking Lots

11) PHILPA Calc sheet has been changed

- criticism to writing - unnecessary

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JLC

- a) T. Laszlo available for consultation
- b) Richmond Mfg. every other month is good
- c) Under Seligman - Does not have direct access to McDowell
- d) People not directly connected with new products - L. Meyer / P. Gavin will be responsible for informing before national introduction

SBPI, 1/2 pth

RF Barclay -

Later B. W. got injunction against FRC (1)

Barclay - 1/2 pth

Barclay - 1/2 pth

Barclay - 1/2 pth

Barclay - 1/2 pth

Barclay - 1/2 pth

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Barclay - 1/2 pth

Barclay - 1/2 pth

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BIOCHEM DIV MTG - MONDAY 30 JUL 82

Mtgs Mtg - 11:00 AM - 1:00 PM

- 1) Susan Hutcheson - Notebook Keeping 1st of 9
She will be making presentations in L.H. by directorate.
- 2) UGF "Campaign" - new campaign for UGF -
No formal presentation by chairman in L.H.
- 3) Junior Achievement Program - PM has always supported this.
Need 4 advisors; volunteer if you're interested.
- 4) OCC Mtg Highlights - (B, E, F Tower)
\$1.3M pkg. for lab/building modifications @ R&D
\$260K CED Pilot Plant air handling
- 5) Consultants - T. Laszlo available
- 6) New Purchase Reqn. Procedure -
Mgt (Ferguson alternate)
- 7) Business Travel for remainder of 1982 -
"Save money" "be frugal"
- 8) Biochem Div Symposium -
Wed, Oct 13th: 9-12 in L.H.
V. DeN., F.G., T.Y., RMcQ, KS, RAW - Speakers
- 9) Safety Shoes - in primary
- 10) Confidential Documents - return red books and other
reports as soon as you're finished.
- 11) P. Eichorn retirement -

Evening Seminar Committee "pitch"

1002976053

SS Safety Presentation - Eye & Face Protection

M. Tickle

R&D Policy Review - necessary

standards of H.I. in the laboratory

Discussion about vendors/repairs wearing glasses

that no one is wearing safety glasses

all laboratory equipment must be inspected

before use of equipment

(see 3.8)

at the time of the

R&D equipment for laboratory

equipment in the laboratory

equipment in the laboratory

equipment in the laboratory

(equipment in the laboratory)

SSPI to be submitted for review

"Safety" "Personnel"

equipment in the laboratory

H.I. in 15-10:15 to 1:15

equipment in the laboratory

equipment in the laboratory

equipment in the laboratory

equipment in the laboratory

equipment in the laboratory

"Safety" "Personnel"

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STAFF MEETING - 23-12 AUG 82 - 136

253 LAST AGEDIES MTG - 9 AUG 7 - 136

1) DAYLOE - UNITED WAY CAMPAIGN - 136

2) - low fair shares at: RFD - 531% (136)

3) - 95% participation (136)

2) Employee Relations Report - 136

3) 8hr course on programmable calculators

3) OBA Discussion - 136

4) Mgrs "shopping list" will be put out by Cindi Kohler-Hughes

4) TCRC/COESTIA - block reservations 136

5) Scientific mtgs: Mon-Tue-Wed - 136

TSO - smoke
TRBS - technology

5) Traffic Problem @ Ops Ctr - 136

turning being corrected long pedestrian overpass
sidewalks being built going to be built

entrance going to be closed? TSO (136)

6) Attitude Survey - by mail - 136

7) Special Supplement for management 136

7) Ops Ctr Dedication - 16 Sep 6:30 - 10:00 P.M.

8) Tobacco Market - RJR - Laying very little 136

9) W. Edwards - ACS Short Courses 136

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a) Creative Problem Solving

b) Column Selection

c) Chromatographic Detection

10) Technical Journals - TSO 136

Lancet; Brit Med J.; JAMA; NEJM to be shipped directly.

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JEJ - Preprint service on-line will explore

11) Laboratory Notebook Audit - given to JLC pass to EBS

12) Non-Exempt Performance Appraisals - 300000 (1

13) 5 YR PLAN FST outlines to Dir's and -

noted by Ferg / Jenkins (Gruels) - Res & Ext. Stud.

Mtg on 18 Aug - Ferg & Jenkins, Merritt, Clafflin

other coord. Lilly, Dunn

14) Signature Authorization - restrictions now in effect

15) Manuscript Review Board - "12yr tenure" instead of 3yr

16) Ed Pierce letter on radioactivity - mistake

Max TSO going over this afternoon to talk with Remington on safety

17) Corporate Auditing - RED O.K.

18) Beverage Conf - Ennis will attend & present

Ennis will attend & present

19) DIET ?

20) RED Conf. - end of yr postponed until next yr

with Miller & JOP

10/5/01 - 02/02

"The Risk of Passive Smoking" - Robert

EBS - computer and catalog for library - already 3.0

unexperienced people difficulty with system

02/02 - already 3.0

already 3.0

1002976056

EBS
JES
JLC

IW
TSO
RATP

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STAFF MEETING 26 AUG 82 SEP 82

Dws Mtg -

Dws Mtg 20 Sep 82

- 1) UGF - Govt Scientists - more
- 2) Juggling of people OBA - let R. Thomson know
- 3) Technical journal - 1st Oct
- 4) SRN
- 5) Voluntary program for Part C of appraisal form for Mgrs
- 6) "Lunch lunch" mtg -
Tax increase impact - draw down on inventory before end of yr
sell a lot of money in 4th Q made in 1st Q
- 7) Nurses ~~to~~ being removed from JRC - (OBA)
- 8) Co-op students - confidentiality problems
- 9) Long-term Facility plan, 5 yrs -
trying to hold expenses down for next 2 yrs

Mgrs Mtg -

- 1) Promotional Review Committee -
- 2) 5 Yr Plan
- 3) Badges
- 4) Safety
- 5) Kinsman idea about all SAs & TAs at same time
once a year

JLC - natural attrition rate? whole site < 2%

R&D - 3 yrs to "work off" OBA excess

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6/28	253
6/29	254
6/30	255

28 2019 25 2019 2019

— 44 —

706

बेनी नमोस्त्र तल - चिठो अन्ना ३ मुहल (१)

January 21st 1901

M... ..

[Faint handwritten notes at the bottom of the page]

100-443887-100

[illegible]

much work - present GRAND

$\frac{0.4}{0.4} = \frac{0.4}{0.4}$

(A20) - 276 277 278 279 280 281 282 283 284 285 286 287 288 289 290 291 292 293 294 295 296 297 298 299 300 301 302 303 304 305 306 307 308 309 310 311 312 313 314 315 316 317 318 319 320 321 322 323 324 325 326 327 328 329 330 331 332 333 334 335 336 337 338 339 340 341 342 343 344 345 346 347 348 349 350 351 352 353 354 355 356 357 358 359 360 361 362 363 364 365 366 367 368 369 370 371 372 373 374 375 376 377 378 379 380 381 382 383 384 385 386 387 388 389 390 391 392 393 394 395 396 397 398 399 400 401 402 403 404 405 406 407 408 409 410 411 412 413 414 415 416 417 418 419 420 421 422 423 424 425 426 427 428 429 430 431 432 433 434 435 436 437 438 439 440 441 442 443 444 445 446 447 448 449 450 451 452 453 454 455 456 457 458 459 460 461 462 463 464 465 466 467 468 469 470 471 472 473 474 475 476 477 478 479 480 481 482 483 484 485 486 487 488 489 490 491 492 493 494 495 496 497 498 499 500 501 502 503 504 505 506 507 508 509 510 511 512 513 514 515 516 517 518 519 520 521 522 523 524 525 526 527 528 529 530 531 532 533 534 535 536 537 538 539 540 541 542 543 544 545 546 547 548 549 550 551 552 553 554 555 556 557 558 559 560 561 562 563 564 565 566 567 568 569 570 571 572 573 574 575 576 577 578 579 580 581 582 583 584 585 586 587 588 589 590 591 592 593 594 595 596 597 598 599 600 601 602 603 604 605 606 607 608 609 610 611 612 613 614 615 616 617 618 619 620 621 622 623 624 625 626 627 628 629 630 631 632 633 634 635 636 637 638 639 640 641 642 643 644 645 646 647 648 649 650 651 652 653 654 655 656 657 658 659 660 661 662 663 664 665 666 667 668 669 670 671 672 673 674 675 676 677 678 679 680 681 682 683 684 685 686 687 688 689 690 691 692 693 694 695 696 697 698 699 700 701 702 703 704 705 706 707 708 709 710 711 712 713 714 715 716 717 718 719 720 721 722 723 724 725 726 727 728 729 730 731 732 733 734 735 736 737 738 739 740 741 742 743 744 745 746 747 748 749 750 751 752 753 754 755 756 757 758 759 760 761 762 763 764 765 766 767 768 769 770 771 772 773 774 775 776 777 778 779 780 781 782 783 784 785 786 787 788 789 790 791 792 793 794 795 796 797 798 799 800 801 802 803 804 805 806 807 808 809 810 811 812 813 814 815 816 817 818 819 820 821 822 823 824 825 826 827 828 829 830 831 832 833 834 835 836 837 838 839 840 841 842 843 844 845 846 847 848 849 850 851 852 853 854 855 856 857 858 859 860 861 862 863 864 865 866 867 868 869 870 871 872 873 874 875 876 877 878 879 880 881 882 883 884 885 886 887 888 889 890 891 892 893 894 895 896 897 898 899 900 901 902 903 904 905 906 907 908 909 910 911 912 913 914 915 916 917 918 919 920 921 922 923 924 925 926 927 928 929 930 931 932 933 934 935 936 937 938 939 940 941 942 943 944 945 946 947 948 949 950 951 952 953 954 955 956 957 958 959 960 961 962 963 964 965 966 967 968 969 970 971 972 973 974 975 976 977 978 979 980 981 982 983 984 985 986 987 988 989 990 991 992 993 994 995 996 997 998 999 1000 1001 1002 1003 1004 1005 1006 1007 1008 1009 1010 1011 1012 1013 1014 1015 1016 1017 1018 1019 1020 1021 1022 1023 1024 1025 1026 1027 1028 1029 1030 1031 1032 1033 1034 1035 1036 1037 1038 1039 1040 1041 1042 1043 1044 1045 1046 1047 1048 1049 1050 1051 1052 1053 1054 1055 1056 1057 1058 1059 1060 1061 1062 1063 1064 1065 1066 1067 1068 1069 1070 1071 1072 1073 1074 1075 1076 1077 1078 1079 1080 1081 1082 1083 1084 1085 1086 1087 1088 1089 1090 1091 1092 1093 1094 1095 1096 1097 1098 1099 1100 1101 1102 1103 1104 1105 1106 1107 1108 1109 1110 1111 1112 1113 1114 1115 1116 1117 1118 1119 1120 1121 1122 1123 1124 1125 1126 1127 1128 1129 1130 1131 1132 1133 1134 1135 1136 1137 1138 1139 1140 1141 1142 1143 1144 1145 1146 1147 1148 1149 1150 1151 1152 1153 1154 1155 1156 1157 1158 1159 1160 1161 1162 1163 1164 1165 1166 1167 1168 1169 1170 1171 1172 1173 1174 1175 1176 1177 1178 1179 1180 1181 1182 1183 1184 1185 1186 1187 1188 1189 1190 1191 1192 1193 1194 1195 1196 1197 1198 1199 1200 1201 1202 1203 1204 1205 1206 1207 1208 1209 1210 1211 1212 1213 1214 1215 1216 1217 1218 1219 1220 1221 1222 1223 1224 1225 1226 1227 1228 1229 1230 1231 1232 1233 1234 1235 1236 1237 12

Western White Pine - 1000 - 1000

— *ca. 2000* *1800* *1700* *1600* *1500* *1400* *1300* *1200* *1100* *1000* *900* *800* *700* *600* *500* *400* *300* *200* *100* *0*

S 5-10-63 newly returning 160 + +

- 44 -

James J. Jones

100

2-1-87

1572.

[Handwritten signature]

55. The Lake Erie and Huron. 1871.

SECRET 6470 75 1000 0000 0000 - 0000

1002976058

TSO

STAFF MEETING

23 SEP 82

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Dir's Mtg 20 Sep 81

1) Info to Govt Scientists - ignore request

2) Tobacco Utilization discussion -

3) Publication questions - mtg 19 Oct Holtzman
Resist
attempt to get resolution

D. Douglas paper on pg of nicotine method in Lio. Fluids

Let TSO see papers before they go to manuscript review board.

4 months in advance

4) Attitude survey and

5) Performance ratings distribution throughout company
are reasonably on target

6) Development Guide Planning Training session

7) Salary Forecasting⁽¹⁹⁸³⁾ at end of year

8) Umbrella concept use for 5 yr plan

1/2 day presentation to staff - to be discussed at

next mgt mtg

9) United Way - improvement over last year

10) 1982 Planning Conference - Opns Dept

Pinehurst, NC in Nov

11) Substance Control Review Task Force -

R. Carpenter - to be chairman

& our representative

1002976059

38

come up with
priorities/recommendations

027

SS 132 25 26138M 11912

R.F.

Self - Extinguishing Cut. -

antismoking groups are going to be big threat.
recuper on state legislature level of state

Calif. }
NY }
Conn. }
too P1 plan - cost performance standards

goal in San Francisco/Chicago - cities interested in model ordinance

Johns Hopkins School of Public Health

don't feel trying to come up with model ordinance

don't want to commission it as part of study say 027 to

JLC - informal mgs mty - gathering in afternoon &
presentation to staff - how to do? debitter

some mgs left out of planning process

Decrease in available services (SS 11)
Travel to go to 2nd floor as Thomas alternate for

to Lincoln Mailroom Photo & microfilm pub. d
plus 20 Graphic Arts

Charlie Keith (Celene)

has retired
with 2000 - 2001 5821 (1)

EBS - Nonexempt Performance Appraisal 2000

- 2001 that must be done
must be done - returned to
discrepancy too

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TSO
EBS
JLC
IOC

RF
MAM
IW
RAP

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TSO STAFF MEETING - 17 OCT 82

DIRS MTO 24 OCT - Changing L.S. of ...

1) Planning Conf. - ...
- 45 min ...
For R&D ...
TSO hoping not to go, but may not
get away with it. Pinchot

2) ER Report - ...
Sam Davis going to get involved - ...
Cindi's loss ...

3) How do you deal with inadequate performance ratings - ...
Development plans, etc.

4) Managers Mtg - alienation between Mgrs & Dirs
Principals allowed to present to McDowell - screw up
Mgrs noses out of joint - ^{some} felt left out, etc.

5 yr plan stuff -

5) Burley Program - (L. Meyer) - ...
who coordinates program? personnel assignments etc.
Dirs felt Mgrs should do ...

Senior & Richmond Mtg on Burley Program ...
- TSO opposed to this ...

6) Monthly Progress Reports - ...
decision: leave it alone ...
Thoration to poll people in
dist. list to see if they still
want to get it.

7) Evening Seminar Committee -
pick a chairman - names mentioned: S. Hokeham,
B. Handy, M. de Brodeleben

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40

7:30 AM
7:45 AM
8:00 AM
8:15 AM
8:30 AM

TSO: "I think it ought to be Handy" AM STATE COT
what's person to do? paperwork - write letters, etc.

Thomson's - going to investigate - (the) (what's) (the)

8) Reduction in Mailroom Services - (the) (what's) (the)

a) 1-2 PM stamps & office supplies

b) don't build your own supply room

c) discontinue 3PM A building from 5 PM to 5:30 PM

d) 9-3 core hours ERO services

e) eliminate individual hand carries

f) eliminate fax-free rights - 1 carton/wk.
of fax-paid - cost advantages

9) B Bldg Modification - what's status? nobody knows

to Wickham still not gone to Ops Ctr

10) Future Trip to Clarkson - (the) (what's) (the)
new students - to get issued their own personal (the)
computers - to keep when they graduate

11) Information to Section Ltrs - (the) (what's) (the)

Mgrs to pass on info (the) (what's) (the)

12) Tobacco Utilization (Tucano) - (the) (what's) (the)
Creighton & Bates to coordinate whatever

13) New Proj Rev Schedule - (the) (what's) (the)

M. deBerdeleben handling scheduling

R. Thomson - additions/deletions

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modifications (the) (what's) (the)

DISCUSSION

41

JLC - 1) graphic arts services TBM 770 C. Millis position

survey has been conducted of outside services

1) 32 Ac Trans Ctr - \$15/hr; others \$30-\$100/hr

B. K. doing review of cost effectiveness of C. Millis

2) OBA move; is it cost effective

3) F. Scott - definitely going?

4) M. Rosenberg / D. Jones / J. Caccioppo / EBS / JLC / Bernie K.

5) HATCHETS - hazardous red chemical handling syst.

6) computerized info database

7) going to decide how to implement data base etc.

8) inventory system / Flammability, hazards, etc.

9) TSO - "don't take potshots at Joe C.;" "poor husband"

10) "I personally don't care for the guy"

11) "he's doing a job nobody else wants"

12) 21st Century Symp. April '83

13) Subject: Agriculture R&D will not be

14) so much involved

15) NY PR will handle most of arrangements

16) R&D will have to supply people to man desks

17) This one will have workshops

18) 1002976063

19) F. Scott's job - Expense Accts. / vouchers

20) when will secretaries be trained to take over

21) this.

(42)

TSO RF JLC
JES JW
RDC MAM
RAP RJ

TSO STAFF MEETING 16 DEC 82

NOV 15 DIRS MTG - [unclear]

11/18/82 [unclear] [unclear] [unclear] [unclear]

21/11/82 MCV Pharmaceutical Bldg Presentation - JLC/TSO/T

Development Planning Workshop - Part "C" Perf. Appr.

Salaryed Employee Survey - [unclear]

DEC 13 DIRS Mtg. - [unclear]

Perf. Rating Distribution - RED "rather high"

4 more Technical Job Descriptions - [unclear]

What is "OUTSTANDING" - DIRS need to discuss

Capital Forecast - [unclear]

82 Accomplishments - nothing in writing

Myers verbally report to DIRS/VP

MH to continue to visit labs by invitation

broader [unclear] [unclear] [unclear] - [unclear]

"PM Science Symposium '84" - Topics to be picked

TSO/WAF - [unclear] suggestions

TSO [unclear] [unclear] [unclear] [unclear] [unclear]

Technical Conf. with Miller - Feb 28th

"Floating Day" - take anytime including in '82

[unclear] [unclear] [unclear] [unclear] [unclear]

NY Presentations - 14 Dec 1002976064

"went very well" [unclear]

[unclear] [unclear] [unclear] [unclear] [unclear]

Union negotiations - 5 weeks vac. after 18 yrs

10/16

TSD
JLC
PJ
JW

RF
RAP
JES
RDC

EBS

43

TSO STAFF MEETING 13 JAN 83

DEC 17 DIR MTG

① '82 ACCOMPLISHMENTS / 5 YR PLAN

21 JAN DIR MTG

② Salary grids/ranges - "up but not as fast as they were"

③ Perf. Appr. ratings inflation

④ OBA - carry on; can replace for "real needs"

28 positions to go in R&D

⑤ Capital budget - this - future - necessary

⑥ Project budgets - dispensed with

⑦ MH Lab visits -

⑧^{PM} Science Symp. - fall of '84 France/Osborne

⑨ Feb 23/24 - TMOA/Jnt. /7UP/Miller
joint tech. conf.

⑩ Directorate/Divisional Feedback on Attitude Survey
- "normal amount of Litching"

10 JAN DIRS MTG -

① 10 Summer Interns in '83 2/Dir
lottery program intact

② Interdepartment transfers -

③ New Product Status -

Buylay program / stem program

④ Purchase vs. leasing -

⑤ Decision Analysis - Ennis

1002976065

TJ
EBS
TSO
RAP

JW
MAM
RDC

JLC
RF

45

TSO STAFF MEETING 10 FEB '83

1) Intercompany conference

ASP's invited for "boozing" Mon Monday 21 Feb

2) Forecasting info - performance ratings for '83

3) Summer intern requests

JLC - 2

16 submitted
to be pared to 10

EBS - 1

4) Attitude Survey Feedback

5) Staff people coverage

6) Confidentiality - too much conf. if some stuff not stamped

send personal & conf. stuff in sealed envelope

guidelines to be established

7) Minority Employees

Max & Cindy

3 Feb 83 - VP & Dirs to NY at Wally's request

every 3-4 mos they will do this?

Raffles / Proj Pandora / General strategy for R&D's future

Ted & Jim have been asked to provide input on people they might need in future (long-term)

Wally was supportive of long-term objectives

- pretty open ended discussion

Where are we weak? - Organic chemist / plant / tissue culture / agronomist / extension / technology / marker technology - development

extra list of employees

1002976067

46

"McKenzie people" ^{presentation} attempted to show that you need a lot of R&D for innovation/new technology

7 Feb Dir's Mtg

1) ODA update - 38 originally, 23 left

15 eliminated mostly by attrition

2) NOD Pilot Plant Staffing - discussion of

3) Ignition propensity / Sidestream - TSO / RNT & briefing - highly confidential - lawyers involved

TSO has problem with cosmetic approach - hiding/making

4) Minority Advisory Group - Max's meeting with them career / career planning / exposure - visibility

5) R&D came in under budget last year with \$50.2M for '83

6) Manuscript Rev Bd - new members

7) Patent Searching -

TSO encouraging scientists to make their own searches

Discussion -

JLC - 1) RAP / Miles Walsh discussion of computer security

2) Red book - Monthly progress reports

Word processing?

IW - Frances Scott no longer with us

Route everything through Traynard

RDC - Laura McGray will be fulltime MES coordinator reporting to Bill Carter Ron Gilman

1002976068

New blacks in Farone's area - V.I. NSI

male - ASP info same Jan 30

Female chemist - 11/20/80 - 11/20/80

IRAF - 9.7 PTC Tar - 30% Filter dilution

0.88 nicotine 10M to UK

13.2M to NCI

Inhibition / human studies / no skin painting

SS paper has appeared - whole issue of Beitrage

Jenkins has one / TSO another

no nicotine V.I. - 11/20/80

Leon Golberg - has been retained by Pesticide Tobacco Workers

Group - will decide what pesticide needs to be

tested and how long

sets industry off the hook for making those

decisions

group

SS

SS

of or of

hand the

SS

P-8

P-8

1002976069

(48)

BIOCHEM DIV MTG 18 FEB 83

1) Patent searches - you'll get patent info back whenever you request a lit. search.

This is not a legal search. A legal patent search must be requested through A. Palmer (\$2.5-5K cost)

You're encouraged to do your own lit. searches. M. Mosby showed under

★ Judy in March will present a Div seminar on searching. 2d half of '83
Personal Computer in Library for genl use.

2) New Hires -

2 new people in Apr Dr. Kenneth Maloney
ASP - Materials Science
NAS member - Microstructure Grp.

Dr. Jennifer Patrick
Sr. Scientist
P. Martin's group
Critical fluid extraction
from GE

3) Service Contract - streamlining procedure to go to automatic renewal F. Friedman S. Edgerton will handle

4) Computer User Trng - 1002976070

1hr Tue 8-9

1hr Thu 8-9

49

5) M. Rosenberg - update on patents/publications, presentations
needs presentation info since 1 Jan 80

6) Revised Operating Budget - by 25 Feb JLC needs info on any significant changes to '83 budget
significant changes $\geq \$10K$

Safety Presentation S. Drew "Safety Shoes"

[illegible]

(5) Col. G. J. ...

1901-1902

benignes Zells. microzelle

John W. ...

10/10/1919

1940-1941

I am a white female, 40 years old, living in the
 community of the United States.

02-02-44 2001 2001 2001 2001

Answer: Polyspermy - fertilization of an egg by more than one sperm.

The space must be large enough to hold the whole group.

Number of hauls	<i>P. setiferus</i> (%)	<i>P. setiferus</i> + <i>P. setiferus</i> + <i>P. setiferus</i> (%)	<i>P. setiferus</i> + <i>P. setiferus</i> + <i>P. setiferus</i> (%)
1	~10	~5	~5
2	~20	~10	~10
3	~30	~15	~15
4	~40	~18	~18
5	~50	~20	~20
6	~60	~20	~20
7	~70	~20	~20
8	~80	~20	~20
9	~90	~20	~20
10	~95	~20	~20

[illegible]

...to be discussed (see also Technical Discussion)

1002976071

(50)

2-18 TSO STAFF MEETING no. 40 MAR 83

21 FEB DRS MTG - 1-1 min. of the maintenance session

2.1) Review NOD program - staffing problems
looking largely for technicians

3-4 mos. temporary assignment

Meeting tomorrow 11 Mar of those who've been
volunteered - ?

2) 14 Summer Interns

3) Attitude survey followup - feedback groups

ignorance of salary handbook given to employees
TSO: " " " promotion system " memo "

how could this be?

Judy was in a feedback group - big, long
discussion of what transpired
TSO encouraged this discussion - was interested to hear what
Judy had to say.

4) McDowell visit -

5) Leo report on Richmond mty. held in Louisville

6) Manager decided report was nonsense
technical dispute; Mgr wouldn't approve

How do you resolve?

1002976072

7 Mar
~~7 Mar~~ Dirs Mtg

- 1) TCRC ~~phases~~ PM Award nominees
 Last year put up J. Seeman; another
 name added to list.
- 2) NOD Staffing - TSD directorate "out of it"
- 3) 2 week course at U. of Richmond ?
- 4) Attitude survey followup.
- 5) Cost Control - McDowell came down
 Miller ^{High Life} not doing great
 Cigt. market down

1002976073

2 billion
 1st Q proj.
 \$22M trying
 to find
 ↓ Pressure on in 1st Q - looking for additional savings
 tobacco purchasing
 salaries
 R & D still over
 on OBA

Travel, Perks, etc., lit class travel, = "all symbolic"
 Mgrs will get a lecture like we got a lecture

Big discussion of travel with spouse - if company is to pay
 for spouse travel manual says you each must have prior approval
 by vp

Expenses with others - state names, relationship to PM,
 nature of business discussed (e.g. say "technical discussion")

7 Mar ✓
~~7 Mar~~ Dirs Mtg - 11:00 AM

Mar 21 - Dirs. mtg. - 11:00 AM

- 1) TCRC - ~~planned~~ PM Award nominees
? - ~~1st~~ 2nd List - year put up w/ Secman, another 3)
Mr. name added to list.

2) NOD Staffing - ~~1st~~ TSD. directorate not fit
but ~~1st~~ 2nd List - year put up w/ Secman, another 3)

3) 12 week course at Poly. F. & Richmond in 4?
how best to use (minnow? for)

4) Attitude survey - following ~~1st~~ 2nd List - 700 (P
A. K. ~~1st~~ 2nd List - 700 (P

5) Cost Control - ~~1st~~ 2nd List - 700 (P
Miller not doing great to ~~1st~~ 2nd List - 700 (P

6) Cost, market down, ~~1st~~ 2nd List - 700 (P

7) ~~1st~~ 2nd List - 700 (P
Pressure on ind. 1st Q - looking for additional savings

8) Tobacco purchasing ~~1st~~ 2nd List - 700 (P
Salaries ~~1st~~ 2nd List - 700 (P

Travel, Perks, etc., 1st class travel, = "all symbolic to sign

1) C. Myers will get a "lecture" like we got a "lecture"

2) G. Kostas ~~1st~~ 2nd List - 700 (P

Big discussion of travel with spouse - if company is to pay

1) for spouse, manual says you each must have prior approval

2) Chy v. p. rates -

Expenses with others - state names, relationship to PM,
nature of business discussed (e.g. say "technical discussion")

1002976074

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TSD will sign and "fight the checks"

Should we cut out evening seminars?

"...all symbolic"

How do you make people work more efficiently?

6) Max report on mty with minority advisory group
- feeling that they're being discriminated
against on perf appraisals (blacks mainly
not women)

7) Confidential information

8) OT / Lab Construction

RF - SS smoke mty in Geneva

2: other SS smoke mty
Hawaii - TSD turned down invite
New Orleans - Peter Lee was there; dominated by
Brussels - INBIFO covered this mty. (or will)

1002976075

RF of attendees, assume state - counts with energy
"miserable limited" (see p. 1) because of security of members

ERTSO STAFF MEETING TH FRI 7 APR 83

Mar 21 Disc Mtg -

- 1) Recruitment for NOD - ~~discussed~~ discussed
- 2) New Blend Concepts - Farine reviewed (Umbrella Proj 3) discussed
Mod. L. Br. character - discussed

- 3) Affirmative Action Mtg - discussed

- 4) Overtime to be minimized

- 5) PLATO 4 terms in use - only 4 discussed
 how best to use time?

- 6) Salary Admin. Practices - discussed

- 7) K. Houghton - Dir of R&D - discussed

H. Gaisch - staff position, smoking & health, reporting to Serrano

W. Gannon coming back to TTG reporting to Pasquine

- 8) Delegation of Executive to UGF discussed

- 9) Salary Survey - discussed

- 10) Expense Account - discussed

If someone takes someone at dinner and you take

your spouse; dept. head (e.g. Max) needs to sign

- 11) Chemical Res Div Reorganization - discussed

- 12) G. Keritsis replacement - move him into staff position
 as P.L.

- 14) 5th PM Science Symposium - discussed

- 15) Cocoa Status - discussed

1002976076

(54)

TSO STAFF MTG 11:30 AM 29 JUN 83

May 23rd Dirs Mtg

Apr 25 Dirs Mtg

Cocoa discussion - are shells cocoa or not?

Committee - M. Jellema / Ikeda / J. John

Richmond Mtg Forum

who sits where

Umbrella Project

Future Delta Proj. will be under Umbrella 1

May 2 Dirs Mtg

Richmond Mtg attendance & topics

Internal eff. mgmt. courses

self awareness team efficiency / role clarity

OBA Update - not at goal yet

discrepancy in no. of people at CFD in Nov '82(?)

Cooperation with ITG - increase

Minority & Female Ratios - target

Promotion records & forecasts

Jeff Seeman - people doing sabbaticals here

agreed to in principle

1002976077

OBA Transmembrane and 3rd growth like tail

cuts in expenditures - travel, discretionary funds

ARABE - 1000000

② ~~1984 Budget~~ - 1984 Budget 5785

Local - Local - 11/11/11 -

"Walk on the" to get outstanding rating in future

→ Jun 24th

New business opportunities - W. Farone - biotechnology

Parks - Sgt. Ackerman (Tenn. #14)

conductor that is a lot over 60% reduction in

Jun 6 Dirs Mdy - 1

J. Sherwood feedback - responding more to NT orders as in

Perks - change nothing - \$ too small to mean anything

Jun 24th Mfg with Pollack -

VP/Dirs will have br/rt mty to plot strategy

Leighton Davis made presentation to PJR

A 7:20 will come to PM - 5:45

1002976078

56

Visiting Scientist program - Pollack approved in principle

Jim: will there be any announcement? No.

come up with \$200K - corporate funds

short term project - 1 year - 2000

Cutting process going on throughout PMUSA

2P.O.x funding with taxation estimates - to PM stock price decrease

RJR announcement 1 on 25 pack ←

ADR vote last year Price was in FRG - 25 for price of 20.

"wholesale market" to "retail market"

change in the way we do business - more competition

and future to be short of other assets of 1990

1990 - 1991 - 1992 - 1993 - 1994 - 1995 - 1996 - 1997 - 1998 - 1999 - 2000

Business and other developments of 1990 - 1991 - 1992 - 1993 - 1994 - 1995 - 1996 - 1997 - 1998 - 1999 - 2000

Business and other developments of 1990 - 1991 - 1992 - 1993 - 1994 - 1995 - 1996 - 1997 - 1998 - 1999 - 2000

Business and other developments of 1990 - 1991 - 1992 - 1993 - 1994 - 1995 - 1996 - 1997 - 1998 - 1999 - 2000

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Business and other developments of 1990 - 1991 - 1992 - 1993 - 1994 - 1995 - 1996 - 1997 - 1998 - 1999 - 2000

Business and other developments of 1990 - 1991 - 1992 - 1993 - 1994 - 1995 - 1996 - 1997 - 1998 - 1999 - 2000

Business and other developments of 1990 - 1991 - 1992 - 1993 - 1994 - 1995 - 1996 - 1997 - 1998 - 1999 - 2000

1002976079

July 28 "Team TSO" STAFF MTG - Robert Roberts
also "about/under an edge" into the

JLC: Mrs Mts

① Security problem - theft in parking lots etc.
challenge people in halls who have no name tags
direct them to receptionist

② Local meeting meals -
park - meals reimbursable $< \$10$ petty cash slip
"Lunch Bunch" - $> \$10$ expense account

local travel problem -
reimbursable mileage = normal round trip work/home - mileage actually driven on a given day

③ Shuttle bus service - discontinued as of 1 August.

④ J. Cacciotti - spot survey of safety glasses
results pretty good

Meeting with Jim Remington Mrs/Drs on 27 Jul 83 -

his ^{industrial engineer} Eggs background (Iowa State)

completely deaf in right ear 60% reduction in left ear
- need to be aware of this
for presentation/discussion purposes

TSO - Dirs Mtg -

- ① International Tobacco Mtg in Richmond
- ② Postpone science symposium to '85 -
- ③ Survey of Tempories - C.I.C.H.
- ④ TCRC - back of rooms Staffer

1002976080

Elevator Problems - all relays recently replaced
dot etc. gets in relays / tracks etc.

Bis. \$\$ available in '84 - million plus (1)

Look for major acquisition in next 2 years

Termination of mobile facilities
Elevators - maintenance / cost (2)

gilt also play role in obtaining claims - they will
transfer some of it

- mobile board had

operation - multiple get better / worse = operation observation
a no. of things
rule book

request 1 to be transferred - since and after (3)

usually getting to know type - internal (4)

long with others

- ES for PS no. 1000 - not in the picture

(check note) transferred and

no. 1000 - not in the picture

side 2 - not in the picture

enough information / information

- 1000

transferred to the board / transferred (5)

- ES of insurance / insurance (6)

transferred - insurance (7)

transferred - not in the picture (8)

1002976081

Aug 28 TSO Staff Mtg 2:30 PM
 Update 9:20 AM

Dirs Mtg - 10:00 AM - 11:00 AM

- 1) Personnel Budget '83-84 - how to distribute
- 2) Richmond Mtg Attendance - Remington seating plan
- 3) Format of Mgrs Mtg - technical focus
 umbrella project review/presentation
- 4) Mgmt & Affirmative Action Training
- 5) "Lunch Bunch" Report - no private telephone lines
 microcomputer inventory - Krimsky PMIS
- 6) Least biologically active cists - dirs will discuss
- 7) Denitification - best 17% level samples will be tested
- 8) VIMS - Future lab support to VIMS by PM - NSF grant
- 9) Attitude Survey - 1st step - JLC

1st step of 1st step of 1st step

K. Houghton will be here Sep 6 with Jim Ted

JLC - Mgrs Mtg Report (23 Aug) 2:00 PM

Consumers Needs - Focus Goal - Bowe/Gauvin

... ..

1002976082

60

7 Oct 83 TSO Staff Mtg

Dir's Mtg 26 Sep

1) Internal Mgmt Course -

J. Kelly, UVB 73-ES/Ms/Dir's only -

2) ER Response to Survey -

JLC is R&D rep. M. 73-ES/Ms/Dir's only -

3) Forecasting for '84 -

recruiting at 5 campuses

No money for summer students next year

4) Affirmative Action Update - Staff Planning

5) Absent or Present - not excused

6) Visiting Scientist Candidates

7) Monthly Development Summaries - 2MIV

will be one page instead of 4

8) Change in Proj Per Day to Thurs from Fri

9) Filter Materials Ltd. at the

Bridon Polypropylene

10) Umbrellas (at 55) toward the

New Blends - Oct

Most Desirable - Nov

Natural Vol. Flavors - Jan

New Processing Technol. - Feb

Max will comment on overall progress
in Mar at State of Union.

1002976083

61

Richmond Mtg in Caberres - STM 71070 08 DEC 83

ii) UGF Update

Dec 74/75 gave in Directorate

36 Fairshires

1) C. 2. 1/2/84/85

2) 1/2/85/86

3) 1/2/86/87

4) 1/2/87/88

5) 1/2/88/89

6) 1/2/89/90

7) 1/2/90/91

8) 1/2/91/92

9) 1/2/92/93

10) 1/2/93/94

11) 1/2/94/95

1002976084

62

TSO STAFF MTG - 18 NOV 83

Cooked Flavor Program - 27/11/83

Science Assistant to Richmond Public School

CORESTA - 2 people will attend and present
Jenkins asked to provide title

14 NOV DIES MTG -

1) BAT layoffs - 40 laid off at Southampton

2) Mgmt response to survey

JSO to meet on 20th / JLC/ERS will meet on 1 Dec

3) Change in 14-16 Dec 3 day session at Hyatt for all 15 Mgrs

3) Guy named Pope? - consultant on minority/affirmative action

4) Requisition Status -

4 open slots

5) Bldg Modifications - in future will only be done if
absolutely necessary to do a new job

1002976085

TSO STAFF MTG 27th Nov 83 2 DEC 83

At the General Comm at TERC

1) ERO objectives - (Aul 18th) minutes of meeting 11

job descriptions: Finish PA thing etc. 15/11/83 14/11/83

2) Capital Budgets - 1983 - 2.7 - 2.8 - 2.9 - 3.0

big MS allowed on - (For EBS) 1/12/83 27A 12

TSO suggested getting his ms people together with JEC's

to write up justification

MACCS (MAACS) - TSO still opposed to £200K

will fight until he's shown otherwise
EBS: we should be able to show you by this time next year

3) Visiting Scientist (cell wall analytical chemistry)

guy from Norway - 2 yrs starting in '84

Once a month - TSO to meet with JEC/EBS/Jenkins

to review direction of programs - technical discussion

workload to work 15/12 - 5/6 Dec - work/revision 10

TSO will be here 15 Dec - 10/12/83 - 11/12/83

14 Dec - Stöber here to visit Jenkins

1002976086

64

ES & TS0 STAFF MTG 2PM 7/19 JAN 84 - 1012

Jan 16 Dirs Mtg -

1) Promotion Planning ('84)

578 official staff figure for R&D

2) Dora Revona-Beck - ERO representative { will handle Recruitment for R&D

3) ACS Short Courses - 7 - no new s/w 211

4) Seminar/Workshop on Innovation - Feedback

Umbrella projects for future position of Synectics

Use of Princ. / Assoc Principals 2004/11 2004/11

5) Creativity - Reggie-Newsome & others

6) F. Newman - less writing the letter

7) Max - State of the Union input

8) New Venture Presentation - Fawcett/Maloney present.

9) Encapsulation - in 60s toxicity done at Hazelton

10) Kin's Warehouse lease expired - out by end of Feb.

11) "Linch Bunch" - 1st subcommittee Campbell (Krimsky) Case

12) 11 buyers let go from Leaf Buyers -

13) Cabarus - 100M/dm by end of 1Q

RL - 1 1/2 dm cycle

14) International Changes -

15) Bldg Modification - Tamol/Matthe to Eng

16) Richmond Topics for Jan 31st

1002976087

17) Max talked to Hamish

18) Profit Improvement Mtg

OTM THATE OCT

19) PM Award Comm at TCRC

20) 7UP Int'l LB - New Mgr

21) 2ATS Sun Club

Sunshine Club

ITC

Industrial Technical Committee - maintain permanent comm on pesticide

knowledge to provide to necessary knowledge to use for overseas

22) 2ATS Sun Club

23) 2ATS Sun Club

24) 2ATS Sun Club

25) 2ATS Sun Club

26) 2ATS Sun Club

27) 2ATS Sun Club

28) 2ATS Sun Club

29) 2ATS Sun Club

30) 2ATS Sun Club

31) 2ATS Sun Club

32) 2ATS Sun Club

33) 2ATS Sun Club

34) 2ATS Sun Club

35) 2ATS Sun Club

36) 2ATS Sun Club

37) 2ATS Sun Club

1002976088

(66)

TSO STAFF MTG

AM FEB 2 FEB 84

Jan 16

Jan 30 Dir's Mtg

2:15 PM to 3:00 PM

1) Performance Appraisal Training - for those who need it.

important to do good job on PAs

2) ERO Update -

Don Rasmussen - Back
Bob Kirksey

All open positions will be circulated

3) 2-week development program at Univ. of Richmond

2 people in Rich. go

4) Promotional Review Comm. -

some people have been disqualifying themselves
and then complaining anyway!

5) WAF - Total number of R&D employees

ERO will issue organization tables to Dir's monthly

temporary loan to 6 mrs. to another mgr/dir

of your performers

6) Approval for Mgmt Dev Courses -

U of Richmond Sat. courses - requires mgmt approval

7) Synergetics Feedback -

Have any mgrs applied method?

Ted - No
Jim - No

Don is going to Boston for 2 weeks to become
a trainer.

1002976089

8) Richmond Mtg Pre-Meeting -

William - smokeless device

- 139) CORESTA 1984 -

- 277 77672

3 abstracts at Applied Res: - 15 15

10) ~~Monthly~~ Monthly Progress ~~Reports~~ Reports -

0123

11) Visiting Scientist Program - ~~Invited~~ invited

Eichlin - 6 wks.

Per Almond - ~~may~~ come for 6 wks. ~~summer~~ summer

12) Sunshine Club - reports on poll of mgs

13) King's Warehouse -

14) Minorities -

15) ~~No~~ No Summer Intern Program - unless you don't
have to pay them. ~~ST~~ ST - 11/8

16) Umbrella Projects ~~Improvements~~ Improvements

17) Operating Expenses -

Travel budget - TSO over in '83 \$7-8K

18) Early Retirement Program -

1002976090

(6)

STAFF MTG

- 1001 - 1125 - 22 MAR 84 -

FEB 27 Dir's Mtg - 1, 1/2 hr to discuss E

ERO

Dennis Newcomb - 1/2 hr to discuss 2nd mtg (1)

1/2 hr to discuss 1st mtg (1)

No summer intern program - 1/2 hr to discuss (1)

1/2 hr to discuss 1st mtg (1)

Evening Seminar Comm. - 1/2 hr to discuss (1)

1/2 hr to discuss 1st mtg (1)

1/2 hr to discuss 1st mtg (1)

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1/2 hr to discuss 1st mtg (1)

1/2 hr to discuss 1st mtg (1)

1002976091

JSO has told Jeff -

- 1) overview of program
- 2) make a few analogs

talking about synthesis

What do we

statement of problem - goals

approach to problem - rationale to compel choice

Synthesis

pharmacology

structure/activity - where we're

needs

directions

(lack of lipophilicity data)

Vic - 1) discuss his own data

2) what else he's done
on nicotine

1002976092

October 6, 1983

MEMORANDUM

TO: Faculty
FROM: J. G. Dillard

On Friday afternoon, October 14, 1983 our former colleague Hans Ache will be visiting in the Department. Hans will present a seminar at 3:00 p.m. in Room 307 on Radioanalytical Research at Kernforschungszentrum. A short coffee time will follow the seminar.

1002976093

1002976094

1002976095

1002976095