

**PHILIP MORRIS
PERFORMANCE
APPRAISAL FORM
(PART A & B)**

Name Victor DeNoble
 Social Security No. 057-42-5819
 Job Title Research Scientist
 Period Covered Sept. 1, 1981 to Sept. 1, 1982



R-4202 2/82

PART A: RESPONSIBILITIES/OBJECTIVES (PLEASE SEE PHILIP MORRIS PERFORMANCE APPRAISAL FORM INSTRUCTION BOOKLET)	WEIGHT AND PERFORMANCE EVALUATION
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<p>1 STATE RESPONSIBILITY/OBJECTIVE: Apply the conceptual model and the techniques of behavioral pharmacology to further our understanding of the reinforcing action of the components of cigarette smoke.</p> <p>DESCRIBE RESULTS ATTAINED: <i>Results Confidential</i> <i>See JdChase</i> See Attachment 1 <i>JPC</i> <i>10/1/82</i></p>	<p>WEIGHT <u>45</u> %</p> <p><input type="checkbox"/> Fulfills Requirements <input type="checkbox"/> Somewhat Below Requirements <input type="checkbox"/> Substantially Below Requirements <input type="checkbox"/> Generally Above Requirements <input checked="" type="checkbox"/> Consistently Exceeds Requirements</p>
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<p>2 STATE RESPONSIBILITY/OBJECTIVE: Supervise the work of one Scientist and one Associate Professional A.</p> <p>DESCRIBE RESULTS ATTAINED: See Attachment 2</p>	<p>WEIGHT <u>15</u> %</p> <p><input type="checkbox"/> Fulfills Requirements <input type="checkbox"/> Somewhat Below Requirements <input type="checkbox"/> Substantially Below Requirements <input checked="" type="checkbox"/> Generally Above Requirements <input type="checkbox"/> Consistently Exceeds Requirements</p>
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<p>3 STATE RESPONSIBILITY/OBJECTIVE: Disseminate the output of the Behavioral Pharmacology program in the form of presentations to management, internal reports and manuscripts for publication.</p> <p>DESCRIBE RESULTS ATTAINED: See Attachment 3</p>	<p>WEIGHT <u>15</u> %</p> <p><input type="checkbox"/> Fulfills Requirements <input type="checkbox"/> Somewhat Below Requirements <input type="checkbox"/> Substantially Below Requirements <input type="checkbox"/> Generally Above Requirements <input checked="" type="checkbox"/> Consistently Exceeds Requirements</p>
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<p>4 STATE RESPONSIBILITY/OBJECTIVE: Maintain and upgrade the animal facility required for fulfilling Objective #1.</p> <p>DESCRIBE RESULTS ATTAINED: See Attachment 4</p>	<p>WEIGHT <u>15</u> %</p> <p><input type="checkbox"/> Fulfills Requirements <input type="checkbox"/> Somewhat Below Requirements <input type="checkbox"/> Substantially Below Requirements <input type="checkbox"/> Generally Above Requirements <input checked="" type="checkbox"/> Consistently Exceeds Requirements</p>
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<p>5 STATE RESPONSIBILITY/OBJECTIVE: Collaborate in the conceptual development of the overall Behavioral Research program.</p> <p>DESCRIBE RESULTS ATTAINED: See Attachment 5</p>	<p>WEIGHT <u>10</u> %</p> <p><input type="checkbox"/> Fulfills Requirements <input type="checkbox"/> Somewhat Below Requirements <input type="checkbox"/> Substantially Below Requirements <input checked="" type="checkbox"/> Generally Above Requirements <input type="checkbox"/> Consistently Exceeds Requirements</p>
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<p>6 STATE RESPONSIBILITY/OBJECTIVE:</p> <p>DESCRIBE RESULTS ATTAINED:</p>	<p>WEIGHT _____ %</p> <p><input type="checkbox"/> Fulfills Requirements <input type="checkbox"/> Somewhat Below Requirements <input type="checkbox"/> Substantially Below Requirements <input type="checkbox"/> Generally Above Requirements <input type="checkbox"/> Consistently Exceeds Requirements</p>
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PART A: RESPONSIBILITIES/OBJECTIVES (PAGE 2)	WEIGHT AND PERFORMANCE EVALUATION
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7 STATE RESPONSIBILITY/OBJECTIVE: DESCRIBE RESULTS ATTAINED:	WEIGHT _____ % <input type="checkbox"/> Fulfills Requirements <input type="checkbox"/> Somewhat Below Requirements <input type="checkbox"/> Substantially Below Requirements <input type="checkbox"/> Generally Above Requirements <input type="checkbox"/> Consistently Exceeds Requirements
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8 STATE RESPONSIBILITY/OBJECTIVE: DESCRIBE RESULTS ATTAINED:	WEIGHT _____ % <input type="checkbox"/> Fulfills Requirements <input type="checkbox"/> Somewhat Below Requirements <input type="checkbox"/> Substantially Below Requirements <input type="checkbox"/> Generally Above Requirements <input type="checkbox"/> Consistently Exceeds Requirements
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9 STATE RESPONSIBILITY/OBJECTIVE: DESCRIBE RESULTS ATTAINED:	AFFIRMATIVE ACTION: <small>(Where This Applies See Directions)</small> WEIGHT <u>10</u> % <input type="checkbox"/> Fulfills Requirements <input type="checkbox"/> Somewhat Below Requirements <input type="checkbox"/> Substantially Below Requirements <input type="checkbox"/> Generally Above Requirements <input type="checkbox"/> Consistently Exceeds Requirements
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DESCRIBE KEY "ABILITIES" AFFECTING RESULTS: what "abilities" represent this employee's strengths and areas of needed improvement? Use the enclosed "abilities" listing to assist you in completing this section. (These abilities will form the basis for the "Development Plan" in Part C.)

See Attachment.

PART B. OVERALL EVALUATION

INSTRUCTIONS Consider the evaluation statements checked in Part A, together with the weights assigned to each responsibility/objective. Check the statement which best describes overall performance.	<input type="checkbox"/> Performance is substantially below the requirements of the position; performance is unsatisfactory. Immediate improvement is necessary, or reassignment or termination will follow.
<input type="checkbox"/> + <input type="checkbox"/> Performance fulfills position requirements. The work performed is acceptable in quantity and timeliness and meets all Philip Morris standards for the position.	<input type="checkbox"/> + <input type="checkbox"/> Performance is generally above position requirements regarding quality, quantity and timeliness of work. Frequently performs assigned work exceeding position requirements or work not assigned. Frequently exceeds position requirements in assigned work or work not formally assigned.
<input type="checkbox"/> + <input type="checkbox"/> Performance is somewhat below requirements of position. Additional counseling, application, experience or training is required in order to improve performance in this position.	<input checked="" type="checkbox"/> * <input type="checkbox"/> Performance consistently exceeds requirements of position quality, quantity and timeliness of work. Outstanding execution of job responsibilities; results consistently and substantially exceeds standards.
<input type="checkbox"/> -	<input type="checkbox"/> -

SIGNATURES APPRAISER'S SIGNATURE <u>[Signature]</u> DATE <u>10/1/82</u> NEXT LEVEL OF APPROVAL <u>[Signature]</u> DATE <u>10/1/82</u> FINAL SRN APPROVAL _____ DATE _____	1005215262
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TO THE EMPLOYEE: You are requested to sign on the line provided below to indicate only that you have had an opportunity to review and discuss your performance evaluation with your supervisor. **YOUR SIGNATURE DOES NOT INDICATE THAT YOU AGREE WITH THE EVALUATION.**

EMPLOYEE'S COMMENTS:

EMPLOYEE'S SIGNATURE [Signature] DATE 10-4-82

Victor DeNoble

057-42-5819

Research Scientist

KEY ABILITIES:

Strengths

1. Quantity, quality and timeliness of research.
2. Has exceptional drive to obtain results.
3. Is innovative and creative in his area of expertise.
4. Communication skills are well above average.
5. Has improved in being more sensitive to subordinates motivation and needs.

Needs Improvement

1. Still needs improvement in dealing with conflict situations.
2. Needs improvement in team attitudes and skills.
3. Needs to develop more awareness of overall R&D goals and objectives and begin to develop an appreciation of Philip Morris goals and objectives.

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