

Cleveland

Comptroller's

Philadelphia

October 7, 1925.

C. F. Jarden

Sales Training Course. (2)

10/5

OPJ

I appreciate very much your good letter regarding the re-ations of Messrs. Jarden, Gravelly and Ullman while they were here in the training course. I believe that Mr. Ullman, when he gets to work, will begin to use a lot of the information he obtained while here.

You are absolutely right regarding the lead sulphate situation. You will understand that these texts were written up really under pressure and we will have to revise them inside of a year. We are collecting just such comments as yours against each text so that when we take up the revision we shall not overlook one of these points.

I believe you are correct also regarding the various talks by the Executive Sales Department and others and we hope to greatly improve this part of the course. You see we have not yet been able to produce texts on our credit policies, on the company's general sales policies, on the cumulative discount plan, on working the territory, nor on coal tar products, insecticides or varnishes. These will all follow in due time, but until then we have to do the best we can by calling on the men who can give us a reasonably good talk on the various subjects. We shall therefore be working under some difficulties for a few months. However, I can straighten out this particular situation so that we will not have over one man per day talking on these matters.

In order to get along at all we do have to have a starting time, which is 8:30 in the morning. This three weeks' course is not a play spell at all. It is work for everybody concerned and we started right off by telling them that we expected them to be on time at 8:30 in the morning, which is thirty minutes later than we start our general offices. We placed no limit on the period of recess, but told them we wished to maintain in that room the same general tone and atmosphere that we do in our general offices, which meant that they could not smoke except during recess or a period in mid-forenoon and mid-afternoon. We asked them to keep their desks neat and papers in order, not straddled all over the floor. However, I am glad to know just how these rules impressed the men and we will try to put the matter to them a little more gently, but really I think it is best to

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Mr. C. P. Jarden,

10/7/26.

start off on a well-understood schedule whether it seems harsh or not; otherwise the men will be coming and going at all times of day.

Referring to the last paragraph of your letter relating to Messrs. Rogers, Steger and King, I believe you will understand now that the two weeks that two of these men would attend really would not give them all that we have by a long way. The third class, by the way, will receive considerably more information, or at least much better organized information, than class No. 2.

If you wish to hold these two men back until the next class, which will be the Monday following Thanksgiving, that would please me because we have requests to take in more men than we can possibly handle in one group. Please let me know about this point as soon as possible.

Yours very truly,

Comptroller.

HJD:CH

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