



Welcome
to
Glidden



Welcome TO Glidden

A Manual of Information for Office

THE GLIDDEN COMPANY

**THIS BOOKLET
WELCOMES**

To The

Division of
THE GLIDDEN COMPANY



We have prepared this booklet as a guide to
you in understanding our policies. We hope
it will help you to get acquainted with us.

THE GLIDDEN COMPANY

1306 UNION COMMERCE BUILDING

DWIGHT R. JOYCE
PRESIDENT

Dear Fellow Employee:

I want to extend to you a hearty
welcome in your new position with our company.

We look upon our good, loyal
employees as our greatest asset and are constantly striving to
make our diversified organization the best place

This booklet has been prepared
for both old and new employees, and you will
find it a source of information about our company, its
policies, as well as a guide to our mutual
interests.

I urge you to read this booklet
and familiarize yourself with its contents. If
in it you do not understand, your supervisor
will be glad to answer any of your questions.

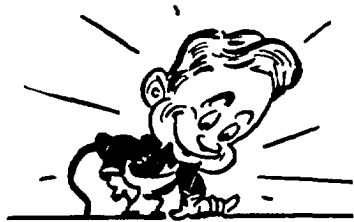
I am pleased to have you with
us and wish you the best wishes for a long and pleasant association.

Sincerely,

Dwight R. Joyce
President

rk

GLIDDEN



CONTENTS . . .



HISTORY IN BRIEF



1875 Francis H. Glidden established a varnish plant in Cleveland, Ohio.

1883 The Glidden Varnish Company was incorporated with a capital of \$100,000.00.

1898 Glidden combined colors with varnish to produce America's first varnish in colors. This was Japalac, the predecessor of hundreds of Glidden "firsts" through scientific research.

1903 America saw its first four-color advertisements . . . Japalac was publicized from coast to coast.

1906 The Glidden Varnish Company moved to new quarters. New uses for Chlorinated Tung, were discovered by Glidden chemists. The Company to be the first manufacturer of harder, more durable, and more waterproof paints.

1917 The Glidden Company, as it was founded and organized by Adrian D. Glidden in association with R. H. Horsburgh, Executive, was transformed into a far-flung organization,—a diversified company with many units.

This growth was not accidental,—but rather a logical principle and pattern. The evolution of the company is a good illustration. Having learned that to be assured only by control of raw materials, Glidden began to crush flaxseed to make linseed oil. There were long periods when the crushing was found, however, that mills of this type could not crush and extract edible oils from a wide variety of seeds and nuts. This led to processing and refining oils as cocoanut, corn, peanut, soybean, and others. The next logical step was to manufacture these edible oils by manufacturing them into products, such as, shortening, margarine and butter. To provide facilities for such manufacturing, Glidden acquired the Durkee Famous Butter Company and thus became a major factor in the food industry.

TODAY In addition, other fields have been fully merged into the Glidden enterprises, including powdered metals, chemicals, tars, resins and plastics. Glidden's functional diversification through research,—improving the old and creating new products,—is responsible for the organization's phenomenal growth today. The Glidden Company takes its place with a few of American business organizations with a total annual production of \$100,000,000.00 annually.

THE GLIDDEN COMPANY

SERVING INDUSTRY AND THE PUBLIC SINCE 1875

The Glidden Company employs thousands of men and women manufacturing new and better products in new and better ways for millions of people.

PAINT DIVISIONS



DIV. No. 1

THE GLIDDEN COMPANY
Headquarters Plant
Cleveland, Ohio

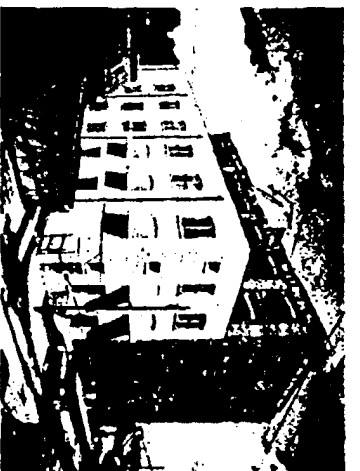
Largest factory in the world used exclusively in manufacturing paints, varnishes and lacquers.



DIV. No. 4

THE GLIDDEN COMPANY
American Paint Works
New Orleans, La.

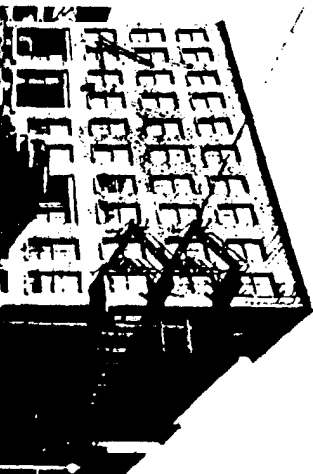
Full line of paints and varnishes. Deeply rooted in the rich traditions of the Old South.



DIV. No. 5

THE GLIDDEN COMPANY
Campbell Paint and Varnish Co.
St. Louis, Mo.

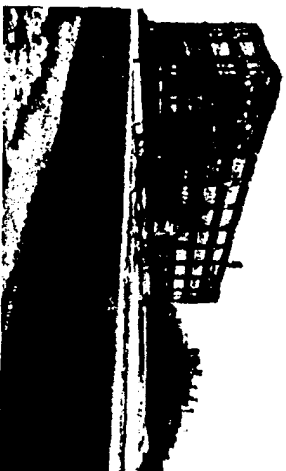
Serving the Mississippi Valley over sixty years.



DIV. No. 6

THE GLIDDEN COMPANY
T. L. Blood Co.
Twin City Varnish Co.
Minneapolis, Minn.

Complete line produced here, including industrial finishes and putty.



DIV. No. 2

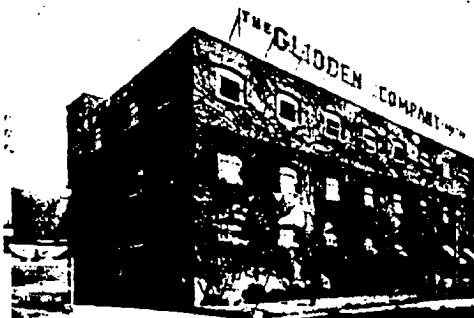
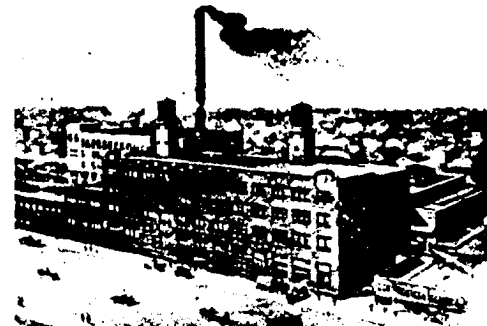
THE GLIDDEN COMPANY
The A. Wilhelm Co.
Reading, Pennsylvania

Industrial and trade paints and varnishes. Furnishes U.S. Bureau of Engraving and Printing with colors used in printing paper money.

DIV. No. 9

THE GLIDDEN COMPANY
Nabian Paint and Varnish Co.
Chicago, Ill.

*Industrial finishes exclusively.
Synthetic resin plant located here.*



DIV. No. 12

THE GLIDDEN COMPANY, Ltd.
Toronto, Ont., Canada

*Complete line of paints, var-
nishes, lacquers and enamels.*

WAREHOUSE

DIV. No. 15

THE GLIDDEN COMPANY
Boston, Mass.

DIV. No. 16

THE GLIDDEN COMPANY
North Bergen, N. J.

DIV. No. 68

THE GLIDDEN COMPANY
Southeastern Division
Atlanta, Ga.

DIV. No. 14

THE GLIDDEN COMPANY
San Francisco, California

*Industrial and trade sales paints,
varnishes and lacquers, with dis-
tribution facilities covering the
Pacific Coast and the Great
Northwest.*



FOOD DIVISIONS



DIV. No. 13

DURKEE FAMOUS FOODS

Elston Avenue
Chicago, Ill.

Full line refined and hydrogenated vegetable oils, hard butter and shortening.

DIV. No. 22

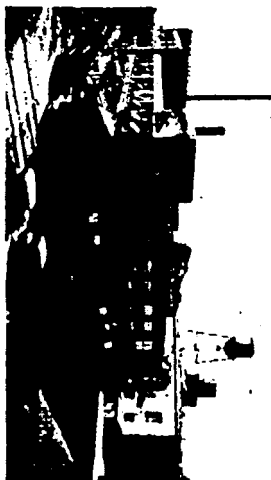
DURKEE FAMOUS FOODS

Berkeley, California

1st. Div., crushing plant for oil bearing seeds; babassu nuts, palm kernels, etc.

2nd. Div., refinery: neutralizing, hydrogenating, deodorizing, winterizing vegetable oils.

3rd. Div., mayonnaise, salad dressings, French dressing and margarine.

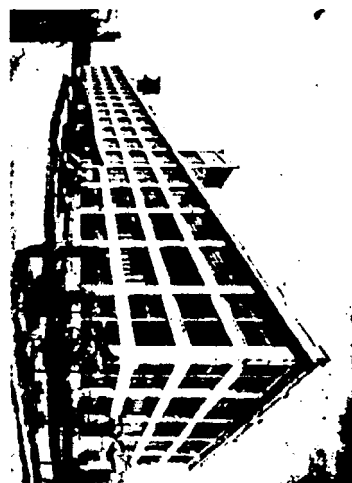
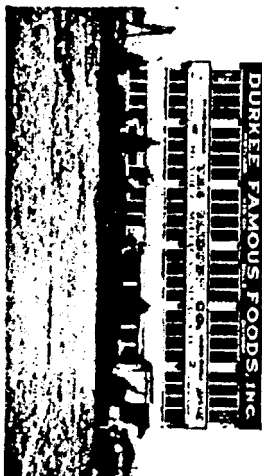


DIV. No. 19

DURKEE FAMOUS FOODS

Portland, Oregon

Copia (Coconut meal) crushing, and linseed oil from western flax seed.



DIV. No. 23

DURKEE FAMOUS FOODS

Elmhurst, Ill., New York City

Production: Shortening, solid oil, spices, salad dressing, coconut pressing and condiments.

DIV. No. 21

DURKEE FAMOUS FOODS

Louisville, Kentucky

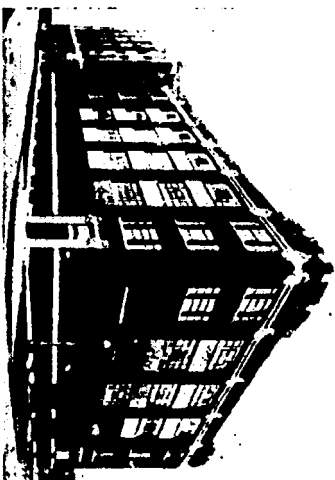
Complete line of shortenings, margarines and salad oils.

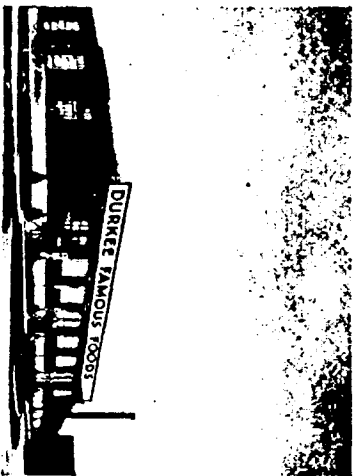
DIV. No. 24

DURKEE FAMOUS FOODS

Irma Street
Chicago, Ill.

Manufactures all types margarine and shortening.





DIV. No. 26

DUNKER FAMOUS FOODS COMPANY

Kewaskum, Ohio

A most modern and efficient margarine plant.

DIV. No. 35

THE CHEMICAL AND PIGMENT COMPANY

Collinsville, Illinois

Lithopone for paints, linoleum, rubber and paper industries.

CHEMICAL AND LEAD DIVISIONS

DIV. No. 10

THE CHEMICAL AND PIGMENT COMPANY

S. Helena, Baltimore, Maryland

Lithopone and lithium chloride of various types, and full line of cadmium colors.



DIV. No. 27

METALS REFINING COMPANY

Hammond, Indiana

Powdered copper, tin, iron, lead; lithium, cerous and cupric oxide; red lead; Clidden type metal.

DIV. No. 33

THE CHEMICAL AND PIGMENT COMPANY

Oakland, California

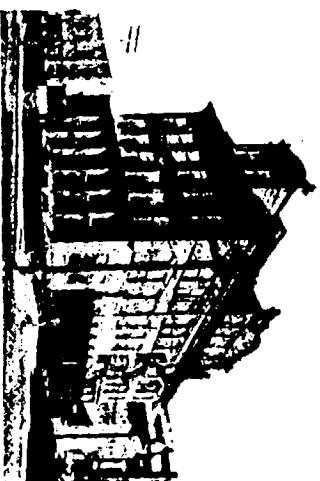
Only Lithopone plant on the Pacific Coast. Uses borates produced in the Company's own mines in Borate Meadows, Nevada.

DIV. No. 28

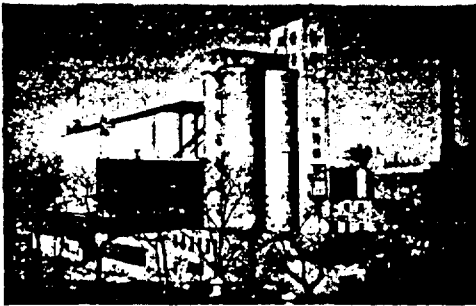
EUSTON LEAD COMPANY

Berkeley, Pennsylvania

Euston White Lead, famous in the paint industry.



SOYA PRODUCTS DIVISION



DIV. No. 37

Chicago, Illinois

Largest soybean processing plant in the country. Soybean Flour, Soybean Meal, Lecithin, "Alpha" Protein. Hormones for the medical profession.*

*Trademark Registered

FEED MILL DIVISION

DIV. No. 38

Indianapolis, Indiana

FEEDS - Poultry Feeds, Starters, Growers, Mashers, Livestock Feeds, Starters, Fatteners, Meals, Supplements. Poultry and Livestock Soya Protein Concentrates.



VEGETABLE OIL DIVISION



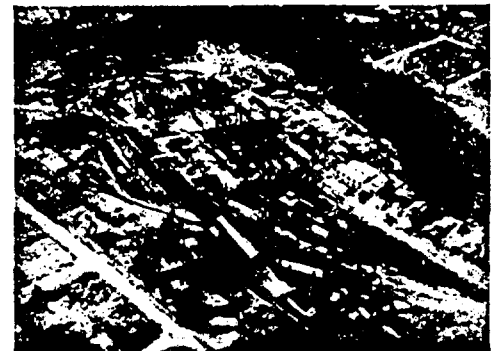
DIV. No. 75

Buena Park, California

Flaxseed crushing plant for the processing of linseed oil and oil meal for animal feeds.

NAVAL STORES

Glidden processes products made from the Atlantic coastal plains. Products include pitch and oil; resin; turpentine and products serviced by these products include chemicals, metals, rope and paper.



DIV. No. 71

Jacksonville, Florida





DIV. No. 71
Valdosta, Georgia

MINING DIVISION



DIV. No. 77
YADKIN VALLEY ILMENITE
COMPANY
Lenoir, N. C.

*Provides ilmenite ore for The
Chemical and Pigment plant at
Baltimore, Md.*

THE GLIDDEN CO SERVICE STO

- No. 40 Atlanta, Georgia
- No. 41 Birmingham, Alabama
- No. 42 Evansville, Indiana
- No. 43 Scranton, Penna.
- No. 44 Miami, Florida
- No. 45 West Palm Beach, Fla.
- No. 46 Oklahoma City, Okla.
- No. 47 Dallas, Texas
- No. 48 El Paso, Texas
- No. 49 Houston, Texas
- No. 50 San Antonio, Texas
- No. 51 St. Petersburg, Florida
- No. 52 Jacksonville, Florida
- No. 53 Washington, D. C.
- No. 54 Fort Worth, Texas
- No. 55 Knoxville, Tennessee
- No. 56 Cleveland, Ohio
- No. 57 Columbus, Ohio
- No. 58 Honolulu, T. H.
- No. 59 Baltimore, Md.
- No. 60 Richmond, Virginia
- No. 61 Tampa, Florida
- No. 62 Buffalo, New York
- No. 63 Toledo, Ohio
- No. 64 Detroit, Michigan
- No. 65 Orlando, Florida
- No. 66 Charlotte, N. C.
- No. 67 Mobile, Alabama
- No. 69 Huntington Park, Cal.

OFFICERS and DIRECTORS

The Glidden Co



ADRIAN D. JOYCE
Chairman, Board of Directors



ROBERT H. HORSBURGH
*Vice Chairman
Board of Directors*



DWIGHT F. JOYCE
*President
Director*



PAUL E. SPRAGUE
*Vice President
Director*



WILLIAM J. O'BRIEN
*Vice President
Director*



ALEXANDER D. DUNCAN
*Vice President
Director*



LOVELL Y. PULLIAM
*Vice President
Director*



JOHN P. RUTH
*Vice President
Director*



RALPH G. GOLSETH
Vice President



CLIFTON M. KOLB
*Secretary
Director*



NESTOR BETZOLD
Director



CLARENCE L. COLE
Controller

About Your Salary

Deductions &

PAY DAYS

Salaries are paid at the work point on the fifteenth and last day of the month, except when regular pay days fall on a Saturday or Sunday in which cases payments are made Friday.

An employee who is to be absent on vacation when regular payment of salary is due, may receive such payment in advance, by notifying the Paymaster (through Department Manager) not later than Wednesday of the week previous to the beginning of the vacation period.

Payment will then be made on the following Friday.



HOW PAID

You receive pay by check. In order to minimize bookkeeping procedures, you are asked to cash your check within thirty days.

If you have any questions regarding the manner in which your pay has been computed, notify your Department Manager immediately. The computation will be explained to you, or you will be directed to an individual who can help you.

The Company is required by law to make deductions from your pay. In addition to compulsory deductions, there may be other deductions which you may wish to make for group insurance, United States Savings Bonds, etc. An explanation of the various deductions, when made, will accompany each pay check.



WITHHOLDING

Upon starting to work you will be asked to fill out a "Withholding Exemption Certificate" (Form W-4). This certificate states how many withholding exemptions you claim for yourself and your family. You may file a new certificate if the number of your exemptions increases or decreases within ten days of the date the certificate was filed. This is necessary so that the correct credit for your exemptions when figuring the amount to withhold from your salary. A withholding allowance is given for yourself, your wife or dependent child. This allowance reduces the tax withheld from your salary. The amount withheld is figured in accordance with a wage-bracket table which makes allowance for the number of exemptions claimed.

YEAR-END WITHHOLDING TAX RECEIPT

The withholding tax is merely a "pay-as-you-go" method of collecting your income tax. At the end of the year when you figure your income tax for the entire year, you get credit for every cent of income tax that was withheld from your wages. You will then be given a "Withholding Receipt" (Form W-2) by the Company, which you may use in filing your income tax return.

SOCIAL SECURITY TAX

Every employee is required to have a Social Security number. Social Security tax at present is 1% of your gross earnings up to \$3000 per year. It is deducted from each pay check and paid to the U. S. Collector of Internal Revenue, together with an equal amount contributed by the Company.

A record of your Social Security payments is maintained by the Social Security Board, and the total amount credited to you can be obtained from it at any time.

If you do not have a Social Security Account Number, or if your Social Security Card has been lost, it will be necessary for you to complete an Application for Social Security Account Number, Form SS-5. The Company will file this form with the Social Security Board, who in turn will send you a Social Security Card.

Briefly, Social Security at the present time has three general objectives: it provides (1) monthly old-age payments, (2) family benefits, (3) lump-sum death payments.

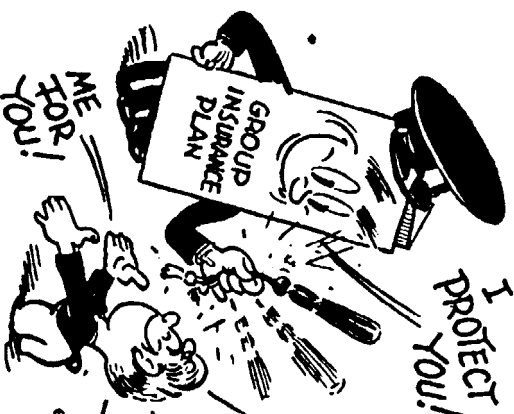
UNEMPLOYMENT INSURANCE

All states, as well as the District of Columbia and Hawaii, now have unemployment compensation laws. In most States the Company pays the entire cost of this unemployment insurance, but a few States have laws that require the employees to contribute toward the cost. In such cases monthly deductions are made from your pay and so designated.

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Group Insurance

The Group Life Insurance Plan offers each employee an opportunity to secure life insurance protection without the necessity of a medical examination, and at a low cost payable monthly by payroll deduction.



You will become eligible for this insurance upon completion of six consecutive months of service, providing your normal work week calls for a schedule of at least eighteen hours and you are then actively at work.

The Plan of Insurance is outlined herein. The annual increases in the Gratts Insurance will be effective on each subsequent anniversary of employment. Upon reaching age 65 your Contributory Insurance will be terminated. At age 66 years Gratts Insurance will be reduced to not more than \$2400, and at age 67 to a maximum of \$1200, which amount will be continued for life.

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GLD31300

Retirement Plan

Age When Employed	GRATIS LIFE INSURANCE			Employee's Monthly Contribution (Subject to change)	
	Initial Amount	Annual Increase	Maximum Amount	Life Insurance*	
Under 45	\$1500	\$300	\$3600	\$1000	\$0.90
45 but under 50	1500	300	2400	1000	.90
50 but under 55	600	300	1200	1000	.90
55 but under 60	600	300	1200	None	None
60 or over	500	None	500	None	None

*Female employees are limited to \$500 Contributory Insurance at \$0.45 per month.

For further details regarding this Plan see the Employee's Group Life Insurance booklet given to you at the time of your employment.

The Gratis Insurance includes the Accidental Death and Dismemberment provision, however, this additional coverage will be terminated upon your retirement. The Contributory Plan does not include this supplemental provision.

HOSPITALIZATION PLANS

Some of our Divisions are participating in local non-profit Group Hospitalization plans for employees and the dependent members of their families. Ask your Department Manager for details.



All salaried employees of The Glidden Company who meet the qualifications of the "Retirement Plan for Salaried Employees" are eligible for retirement at age 65.

This plan was established to provide retirement incomes for those who have served the company so loyally over a long period of years, and likewise as an incentive for the younger men and women who are striving for advancement.

The cost of this retirement plan is paid by the company and does not require any contribution from our employees.

Holidays and Vacations

HOLIDAYS

The Company regularly observes the following holidays: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving and Christmas. Local customs, at the discretion of management, prevail on other days.



VACATIONS

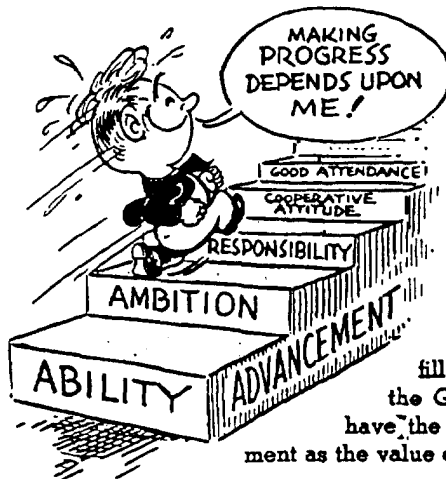
Office employees who have been in the company one year prior to June 1, are eligible for vacation. Employees with six to twelve months' service are entitled to one week's vacation.

Vacations must be taken during the year they are granted; the time may not be carried over to the following year, except under unusual circumstances. If a holiday occurs during a vacation period, the vacation will be extended at the beginning or at the end of the vacation period.

Office Practices

In order to extend uniform fairness to all employees it has been necessary to establish certain personnel policies and office practices. The following pages set forth our principles, and should be read carefully.

ADVANCEMENT



every effort is made to fill that opening from within the Glidden organization. You have the right to expect advancement as the value of your services increases.

FIDELITY BOND

Because of the nature of our business all employees of the Company are bonded. Application for a fidelity bond, in the form prescribed by the surety company, is required and must be completed when employed. There is no cost to you.

OFFICE HOURS—OVERTIME

Your Department Manager will explain normal hours, as well as your lunch period.

Variations in normal hours are sometimes necessary in certain Divisions. However, it is necessary to the Department Manager or Supervisor that a reasonable flexibility has been given for working more than normal hours, week, or before working overtime on a regular basis.

ATTENDANCE—PUNCTUALITY

A good attendance record is a valuable asset and is a necessary requisite for promotion in the Company. Attendance and punctuality of employees are maintained by the Company.

The successful operation of your Department requires team play. Late workers often hold up the entire Department. Recurrent tardiness is cause for dismissal. The Company expects its employees to show a consistent record of attendance and punctuality.

ABSENCE

Whenever you find it necessary to be absent please notify your Department Manager as soon as possible after the start of your shift. The cooperation of the staff is a matter of importance.

It is the policy of the Company that absence without notice is considered a resignation.

to stay home in order to effect treatment and prevent exposure of other employees. In case of a serious or unknown nature, a doctor's certificate is required immediately.



LEAVE OF ABSENCE

Should it be necessary that you ask for a leave of absence without pay, take the matter up with your Department Manager. Our long established policy is to be reasonable on this matter, and we expect our fellow workers to be reasonable with us.

TIME CARDS

Immediately upon your acceptance as an employee of the Company you will receive a time card bearing your special clock number. On this card will be recorded the number of hours you work. Your time card is to be rung in before starting time, and as soon as possible after stopping time.

To ring another employee's time card is a serious offense.

REPORTING CHANGES

I'VE GOT
TO REPORT THESE
NEW DEPENDENTS
AT ONCE!



If your address or telephone number is changed, temporarily or otherwise, that fact should be promptly reported to your Department Manager, who in turn will report it to the Personnel Department.

Any change in marital status, or in the status of dependents should be reported at once. These changes have a direct bearing on your Withholding Tax, and other records.

THE BULLETIN E

The Bulletin Boards are for your convenience. Notices of lost and found articles are posted on the Bulletin Boards. We ask that no employees post material without proper approval.

PERSONAL TELEPHO

Our telephone switchboard is a busy part of regular business. Therefore, any personal outgoing, should be brief as possible.

SELLING TICKETS

Soliciting funds, selling tickets or any other activity may not be made without approval of the Department Manager will clarify any questions.

SMOKING

Employees are not permitted to smoke during regular office hours.

REST PERIOD

There are no prescribed rest periods for the Company demands that as little time as possible be spent in washrooms or elsewhere away from work.

OUTSIDE EMPLOYMENT

The Company is not willing that employees should accept employment outside the Company. This policy regarding supplementary employment should be thoroughly understood by all Glidden employees. Anyone employed in a full-time job with the Company will recognize the primary responsibility of devoting full energy to his job.

FIRST AID

All cuts, scratches, bruises, or other injuries, regardless of how slight, received during working hours *must* be reported to the Department Manager, and a visit made to the First Aid Department for treatment.

Report any conditions that might contribute to an accident or be a potential hazard.

Appearance, Conduct, Good Housekeeping

Neatness and conservatism in dress, and orderliness in the care of working space, are two characteristics which should be cultivated and which will help you in your work.

Sometimes young people have difficulty in making the adjustment from school to business. It is important to realize that excessive chatting, joking, and idle conversation are not part of business and are distracting to fellow employees.



HE CAN
WORK MORE
EFFICIENTLY
BECAUSE HE'S A
GOOD HOUSEKEEPER!

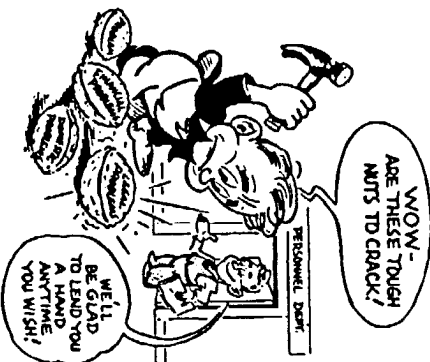
If Our Paths Should

Circumstances occasionally arise that separate paths. Should the separation part, we request that you advise your advance, by furnishing two weeks' notice.

Should it be necessary for the Company, you will be given adequate notice where infractions of rules and regulations merit immediate dismissal.

Letters of recommendation will not be given to those who leave the service of The Glidden Company. Inquiries concerning present or former employees will not be answered.

Personnel Service



Most of our Divisions have an Office Manager or other individuals responsible for personnel relations. They handle employee records, transfers, etc. Feel free to discuss financial, domestic, legal, or other problems with them. All problems which cannot be handled by those in charge of your department, and for which you feel in need of advice or counsel, may be discussed with the individuals in charge of Personnel relations. Feel free to arrange a conference on any problem of mutual interest to you and the Company.

Telephone Technique

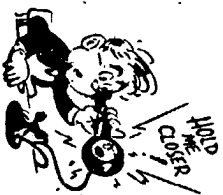
The telephone is an instrument through which the personality of the employee is reflected. Use the voice with a smile. Practice the following fundamental rules regularly and our public relations will benefit immeasurably.



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1. Answer promptly. This leaves an impression of efficiency.
2. Have necessary pads and pencil always ready; also required records within easy reach.
3. Identify yourself when answering calls.
4. Make immediate note of caller's name, and use it in the remainder of conversation.
5. Speak directly into the phone, with lips not more than one-half inch from the mouthpiece. Enunciate distinctly in a clear and moderate voice. Use a natural, conversational tone.
6. When an inquiry is received from the public and the desired information is not readily available, make a memorandum, obtain the information, then call back the inquirer. **DO NOT TRANSFER CALLS TO OTHER PERSONS INDISCRIMINATELY.**



7. Listen attentively to what the caller is saying. Do not ask him to repeat his statements unless absolutely necessary.
8. When the telephone rings at a desk where the regular occupant is away, the call must be answered without delay by another employee. This responsibility should be prearranged. When necessary, a memorandum of the message should be made, and placed conspicuously on the desk of the person interested.
9. If you dial the wrong number through error, do not hang up without any word, but say "Beg your pardon, I have the wrong number."
10. Loud talk with others while a line is open should be avoided. Unintended conversation may be heard at the other end.
11. Always be courteous—there are no exceptions.



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Civic Responsibilities

WELFARE CONTRIBUTIONS

The Company recognizes a responsibility to the communities in which it does business, and, therefore, approves contributions to local welfare organizations, such as Community Chests and other well established charitable and welfare institutions, including the American Red Cross. Employees may make contributions in accordance with their own desires.



JURY DUTY

Jury duty is an obligation: all Glidden workers should fulfill gladly. You will receive your basic salary, and no deductions will be made for the payment you receive for your service on a jury.

Suggestions Welcomed

We welcome new ideas and constructive suggestions for improving any of the Company's service and operations in the interests of customer or personnel relationships, as well as suggestions for reducing expenses and increasing operating efficiency.

It is our sincere desire to continually improve working conditions. We solicit your ideas to accomplish this purpose to make the work of all employees in your office more productive and pleasant.

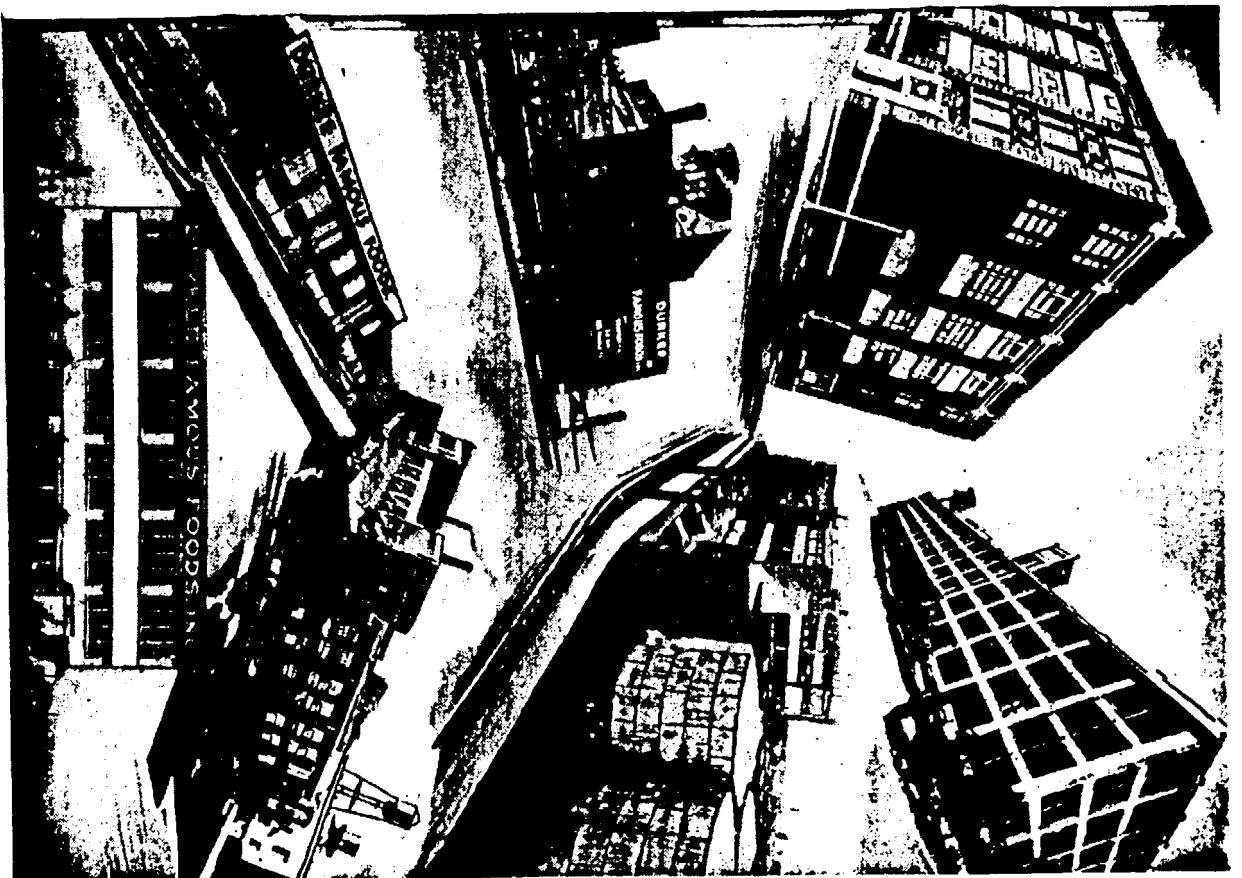


FAMOUS GLIDDEN



Form No. F-262, HNSB, 749 (B. Co.)

Printed in U. S. A.



GLD31308



GLD31309