

A Handbook of Instructions



Compiled for the use
of the Inside Staff of
THE SHERWIN-WILLIAMS CO.

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Introduction

This book is intended for the use of the inside staff of The Sherwin-Williams Co.

It contains useful and necessary information about the Company, its principles, and the methods to be observed in conducting the business.

The information is of particular value to the young men and women who may enter the Company's employ from time to time, yet is of almost equal value as a work of reference for those who are older in the service and daily meeting new and larger problems. The rules and instructions contained in this handbook should be studied carefully by all employees, for its object is to assist them to grow and develop with the business.

All Managers, Superintendents, Chief Clerks and others in authority will see that the staff under their supervision follow the policies and methods given in this book. They should keep in mind that time given to the instruction of the staff is spent to good advantage, for the continued growth of the Company must rest upon the triunity of "right principles, right men and right goods."

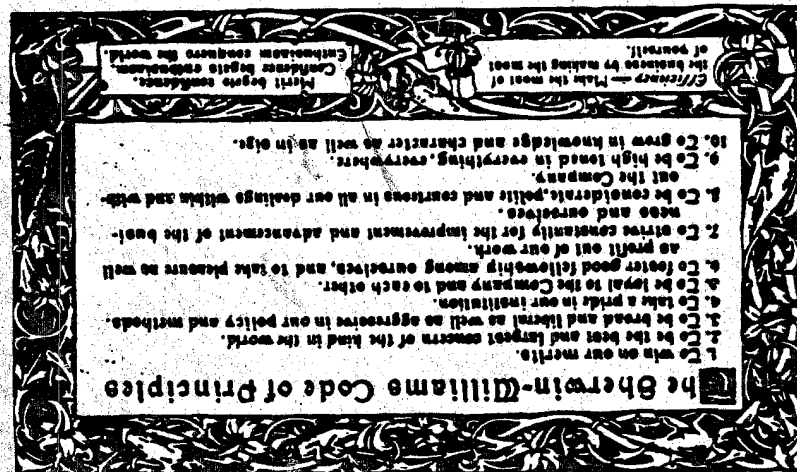
Chapter I.—The Company

The Sherwin-Williams Company was *Began* founded in 1866, when Mr. H. A. Sherwin opened a small retail paint store. From this small beginning the Company has grown to its present size and importance. The continuous, sound and rapid growth of this Company has been due to our policy of maintaining high quality in our product and sound business methods as formulated in the "Code of Principles" on the preceding page.

It is our aim to continue to grow and *Our aims* to maintain our position as leaders in the Paint and Varnish industry by improving our goods, our organization and our methods. The co-operation of our entire staff is needed to attain this aim.

Our organization is designed to operate *The Organization* the business with the greatest degree of efficiency and harmony. To this end different departments have been created and managers appointed, whose duty it is to take care of all matters connected with the business from the buying of the raw material to the marketing of the product. All departments must co-operate the one with the other, and yet the duties of each are definitely defined.

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These departments and their duties are as follows:

Executive Department—In charge of the business of the Company as a whole, laying out the policy to be pursued and receiving reports from all other departments.

Directly subject to the Executive Department are the following General Departments—

Treasurer's Department—Controlling the Company's finances, collections, insurance, stock records, etc.

General Accounting Department—Responsible for the systems, methods and accounting for payments for all purchases, the general auditing, and business statistics.

Purchasing Department—Buying the raw material and supplies needed in the business.

Service Department—Acting in an advisory capacity on all matters connected with the general welfare of the staff and operating the welfare features.

Printing and Sampling Department—Producing the advertising matter, color cards, magazines, stationery and printed matter used by the other departments.

Railroad and Marine Sales Department—Having charge of all sales to transportation companies and makers of railroad

equipment. While strictly a section of the Department of Sales and Distribution, it reports direct to the President, owing to the importance of its field."

The big operating departments are—

Department of Sales and Distribution—In entire charge of selling and distributing the Company's product and controlling the District, Division, and Depot organization, the general or specialty sales departments as the Varnish, Manufacturers and Dry Color and Insecticide Departments, the Advertising and Decorative Departments, and the Traffic Department.

The Manufacturing Department—Producing the paints, varnishes, japans and Dry Colors which we sell. Includes also the Tin Can Department, making the tin packages used, and the Laboratory, Research and Mechanical Departments which our extensive manufacturing makes necessary.

The Auxiliaries Department—A department organized to produce materials for use in our factories. This department operates Mines and Smelters, White Lead Works, a Box Factory, Linseed Oil Mill, etc., and is also in charge of new construction and large repair work through the Engineering Construction Department.

The Goods

The Sherwin-Williams Co. makes finishing materials for all uses. The goods are right, made the best we know how, and new lines are constantly being added. To all our employees we give this advice

—First, Learn to know the products of the Company and the uses to which they are put, and second, Boost these products at every opportunity. The list of our goods is too extensive to be included here, but you can get from the Advertising or Promoting Departments information about them at any time.

Our Publications

In order to keep in close touch with our constantly increasing staff and the trade generally, we issue several monthly publications. The Employees' Magazine is called *The Chameleon*, and it is issued free of charge to our staff. In it will be found helpful talks on our products, cheering words from our President and Department Managers, reports showing the progress of the contestants in the Top-Notcher competition, notes of the Benefit Society, and much other interesting and valuable information. Its columns are open to contributions from all employees. The other magazines published by this Company are: *The Slip* for Agents, *The Spectrum* for Architects, *The Colorist* for Painters, and *The Home Decorator* for the Public generally.

Chapter II.—The Employee

It is our desire to add to our staff only those who will assist in maintaining the high standing of this organization. As you are now a member of our staff we rely upon you to do this, by following the suggestions given herein.

In another section of this book you will find for your guidance some general rules and instructions. The progress you make is very much dependent upon your knowledge of these and your compliance with them. Most mistakes are due to lack of knowledge rather than intentional disobedience, and it is therefore particularly important that you *know* what rules and instructions you are expected to comply with. By obedience to instructions your inaccuracies will be decreased, your chances for advancement multiplied, your personal attitude toward your work entirely changed, and what may hitherto have been a burden will become more of a pleasure.

Do your best to help those working with you—if they ask questions, answer them to the best of your ability. If bulletins are issued by the management—even though you may not be in accord