

The RUBEROID Co.
NEW YORK, N. Y. 10017

MAR 30 O'L

For Attention Mr. E.J. O'Leary

Date March 25, 1964

Copy to Messrs. K.R. MacDonald - W.J. Van Akin

Reference

Subject

PURCHASING DEPARTMENT - PLANS

The attached proposed organization chart and proposed salary budget list represents the mutual recommendations of Messrs. MacDonald, Van Akin and Dent in order to adequately compensate for Mr. MacDonald's retirement and to carry out the past management consultant recommendations. In brief summary, our recommendations are:

1. That Mr. C.L. Sell be appointed Director Of Purchasing and Traffic, effective 5/1/64.
2. That Mr. Sell select a replacement to head the South Bound Brook function. Also, that he select from within the organization or hire from the outside, an assistant traffic manager to fill the traffic coverage gap created by his move to New York.
3. That the present variously titled four major purchasing men, namely: S.T. Henvick, R.L. Helm, T.N. Nelson and H.L. Zakary be made managers of purchasing for the three operating divisions of the Company, plus a manager to cover the corporate buying of capital and maintenance equipment and construction. It is proposed that these offices will report directly to the Director Of Purchasing and Traffic. Note that Mr. MacDonald's letter of November 15, 1963 to you proposed the three divisional managers but had them report directly to the Vice Presidents and General Managers of the division. It is our present thought that this is inconsistent with other staff organizational relationships and good control. It goes without saying that these divisional men must perform to the satisfaction of their respective divisional managements and as such, work very closely with them.
4. That the Director of Purchasing and Traffic be authorized to hire an assistant to himself, for two basic purposes. First, to aid in the N.Y. Office and to maintain the office during the Director's business absences, which it is anticipated will be more frequent under the dual responsibilities for Purchasing and Traffic. Second, to create a training position for a young man toward the managerial positions under 3 above.

We further suggest that recommendations 1, 2, and 3, if approved, be undertaken simultaneously (May 1, 1964) in the interest of creating the best personal relations atmosphere and for the practical purpose of a six months trial and

GAF 11846

The RUBEROID Co.

NEW YORK, N. Y. 10017

For Attention Mr. E.J. O'Leary

Date March 25, 1964

Copy to Messrs. K.R. MacDonald - W.J. Van Akin

Reference

Subject **PURCHASING DEPARTMENT - PLANS**

training period under the revised arrangement while Mr. MacDonald is still active. Recommendation 4 should be developed during the five months period, depending upon the availability of an adequate candidate.

May we have your comments, suggestions and/or approval?


T. A. DENT

TAD:sn
Encl.