

EMPLOYMENT
HANDBOOK

of the

KALAMAZOO VEGETABLE
PARCHMENT COMPANY

"He profits most who serves best"

HISTORY and SPIRIT of KVP

In the second section of this booklet you will find a series of "rules and regulations" which are, in a sense, a contract between you and the Company . . . a "constitution" for your protection and for the Company's protection. But rules are always dry reading, and they are apt to seem cold-blooded. The best run companies, like the best run governments, are those who get along with the least rules. After all, it is the spirit back of the rules that really counts more than the rules themselves. We like to think that this is true at KVP.

You will never be "just a number" at KVP unless you yourself choose to be. You became "one of the family" the moment you joined the organization. This family ideal, this "one for all and all for one" as the Three Musketeers used to say, is not sticky sentiment here. Ask any one who has been here for some time, or who has been in need of help, and you will know that this ideal is put into practice every day. One proof is that you will find the door of the president's office as open to you as the path to your foreman's desk.

**One of the
Family**

There are many reasons for the KVP spirit of mutual helpfulness. True, KVP is in business to make money. Everybody knows that if companies are to stay in business and men and women are to have jobs, those companies must take in more than they pay out. But a company with only one purpose is like a stool with only one leg. So KVP has two other aims which it considers of equal importance. One is to serve the

**A Stool With
Three Legs**

world with paper and paper products. "He profits most who serves best" is a great business axiom. The other is to help men and women develop the finer qualities of character. Good men and women make good paper. Good paper and good service make the business go, and we are all better off.

That is why we say that our Company is a co-operative enterprise. The stockholders give of their resources to provide buildings, machinery and equipment for the carrying on of our work. We employees give of our time and our talents to convert materials, by means of this machinery and equipment, into products that are of value to other people, called "customers." When our products give better value than those produced by other organizations, we keep old customers and add new ones, and our company runs.

Our Boss

You may judge from the above that the customer is our real boss. You are right. He is! And we have another boss, too, in the form of every other paper mill making the same kinds of paper that we make. Such mills are called "competitors." We are not afraid of competitors here at KVP. We actually welcome them, for they keep us on our toes. But we must be everlastingly vigilant to see that we do not let them make better paper or give better service than we do. Otherwise, they will get our customers, and our mills will go down.

So that is why you will constantly be asked to watch quality so closely, and to hold down waste, for when we are careless and allow quality to slip, stockholders, wage earners, all lose. Everybody loses!

Is It Right!

Another reason for the spirit of mutual helpfulness you will find so much in evidence at KVP is the basis on which all questions are decided, and have been from the time the Company started. That basis is this: is it

right, or is it *wrong*? When men and companies and nations make "is it *right*?" the first rule for settling all questions, the world will have gone a long way toward the goal of universal peace and brotherhood.

You will be interested in a few facts about the origin, growth, and products of your Company. It was founded in the late fall of 1909 by Mr. Jacob Kindleberger, and Harry Zimmerman. At first it was merely a little converting plant, buying paper from other mills and parchmentizing it. The original plant was what was left of an old sugar beet factory in the middle of a corn field on the river bank. There is almost no trace of it left now. It was where the Mill 1 Specialty Department now stands. "Old-timers" Earl ("Big Bo") Boldman, Henry ("Hank") Butler and George ("Juggy") Martin, along with Mr. Kindleberger, were among the original employees. The first paper was delivered to the Star Paper Company of Kalamazoo on April 5, 1910. A waxing machine was soon added, and in 1916 Paper Mill No. 1 was built. New lines were constantly added, and Mill No. 2 was necessary by 1923. Mill No. 3 was completed in 1938.

How We Grew

Your Company specializes in food protection papers. There is probably not a home in this country, or a grocery store or drug store, in which the paper that you help make or ship or sell can not be found. These food protection papers have hundreds of uses, but their most important ones are for the meat and poultry packers, cereal manufacturers, bakers, dairy products, soap, fish, vegetables, and the retail meat market. In addition, you or your fellow employees make a great deal of bond and writing paper for printing and ruling purposes, and a nationally advertised line of papers for the home, including DUSTING PAPER, SHELF PAPER, HEAVY WAXED, COOKERY PARCHMENT, PIE TAPES, etc.

What We Make

Agreement

This agreement is entered into between the elected representatives of the employees of the Kalamazoo Vegetable Parchment Company and the Management.

It is understood that the employees of each department have determined for themselves the number of representatives that they should have, and that these representatives have been duly elected by them.

It is further understood that the employees of each department will hold regular elections at intervals that they may specify for the purpose of electing their representatives to the employees council.

Every regular employee of the Company shall have the right to vote for his representatives after serving his probationary period.

The Management will not discriminate in any way against any employee because of membership in any union, nor shall there be any coercion or intimidation by any member of a union in trying to force an employee into membership in said union, and it is further understood that there shall be no solicitation of members among the employees during the time that they are regularly employed.

The general purpose of this agreement is, in the mutual interest of the employees and the Company, to provide for the operation of the plant to the fullest extent possible, the safety of the employees, economy of operation, quality and quantity of output, cleanliness of plant, and protection of property.

General
Purpose

It is recognized by this agreement to be the duty of the Company and the employees to co-operate fully, individually and collectively for the advancement of said conditions.

Sundays,
Fourth of July,
Labor Day,
Christmas, and

Holidays

New Years' Day—shall be days on which no unnecessary work shall be done, and overtime shall be paid for work performed on these days.

Your Company is the world's largest manufacturer of food protection papers, and equipment and working conditions are so excellent, in the opinion of outsiders, that it has been called "the world's model paper mill." That is a great tribute to the spirit of the employees as well as to the Management.

The Duty of Management

We all want prosperity and security. It is our belief that these can exist only where there is friendly co-operation, mutual understanding, mutual confidence. The Management of your Company believes that its greatest single responsibility is that of seeing to it that each one who contributes to the welfare of the Company receives his fair and just return from its operation.

In line with this responsibility, the following program of employment has been developed through conferences with employee committees. We hope it will assist in eliminating any misunderstandings.

Let us all work together in order that we may realize our goal of having the best employment conditions in Parchment that the paper industry can provide!

—R. A. Hayward.

The Sunday shutdown period will cover 24 consecutive hours. These will normally run from 8 A. M. Sunday morning until 8 A. M. Monday morning. A change of these hours may be arranged with different departments to meet special conditions.

An effort will be made to have the shutdown period at the Fourth of July and Christmas cover approximately three days at each time. Notices of the down period will be posted on the bulletin boards one week in advance of the holidays.

Wages

Wage rates will be paid in accordance with schedules agreed upon for each department (supplementary agreement).

It is agreed that each department will carry a standard rate sheet covering all jobs and that these standard rate sheets are available for the inspection of any employee at any time.

Hours of Work

The hours of work in each department will be stated in a supplementary agreement.

Overtime Payments

The Company will pay overtime for any work performed in excess of eight hours in any one day and any work performed on Sundays and Holidays except as this is modified by the conditions prevailing for tour work.

Allowance for Failure to Provide Work

In case any employee reports for work, whether it be on one of his regular days or his day off, having been ordered to report for such work and then no work is provided, he shall nevertheless receive two hours pay for so reporting.

In case an employee is called in to perform work that is not a part of his regular schedule, he will be paid two hours call time, plus straight time for the number of hours worked. In no case will he be paid less than three hours if he performs any work.

Under these conditions, the man will be performing work on hours other than his regular schedule. If the number of hours work figured on an overtime basis is greater than the call time plus straight time, he will be paid on the overtime basis. In no case will call time and overtime rates be paid for the same work.

Tour workers called in to put on Fourdrinier wires or felts at a time other than their regular tour shall be paid for the time worked plus two hours call time. If tour workers commence to put on wires or felts before their shift begins or continue such work after their shift ends, they shall receive time and a half for the hours worked. Under these conditions, no call time will be allowed. Whenever call time is provided, no overtime rates apply.

Call Time on Felts and Wires

When a tour begins, each tour worker is required to be in his place. At the end of the shift, no tour worker shall leave his place to wash up and dress until his mate has changed his clothes and reported to take on the responsibility of the position.

Starting and Stopping of Work for Tour Workers

If a tour worker does not report for his regular shift, his mate shall notify the foreman. He shall then remain at his post until a substitute is secured and, if necessary, he shall work an extra shift at straight time provided it is necessary to operate the equipment.

When an employee works an extra shift, arrangements shall be made by the foreman to see that the employee has an opportunity for getting something to eat if he so desires.

It is the duty of the tour worker to report for his regular shift unless he has already arranged with his foreman for a leave of absence. If unavoidably prevented from reporting, he must give notice to his foreman or at the office at least four hours before his tour goes on duty.

(Exceptions)

Tour workers required to work overtime as a result of vacancies caused by necessary absence shall be paid time and one-half for such overtime after the third day of such absence. "Necessary absence" will be construed to include absence from the following causes:

- a. Illness or illness in family.
- b. Accidents or accidents in family.
- c. Death of a member of family.
- d. Funerals or weddings of members of immediate family.

In case of necessary absence, arrangements must be made with the superintendent giving the reason for the absence and the expected time of absence. Arrangements made among the members of the crew will not be recognized as necessary absence. At the discretion of the superintendent, leave of absence not to exceed two months may be granted to an employee upon the employee's request. This leave of absence will not interrupt his seniority rights or his insurance.

**Starting and
Stopping Work
of Day
Workers**

Day workers shall be at their respective positions ready to begin work at the time their pay starts and shall not quit work in advance of the time their pay stops.

For example,—if a mechanic's pay time is from 8 A. M. to 12 noon, and from 1 P. M. to 5 P. M., he shall be in his position ready to start work at 8 A. M. and 1 P. M. and shall not quit work until 12 noon and 5 P. M.

**Causes for
Immediate
Discharge**

- The following are causes of immediate discharge:
- (a) Bringing intoxicants into or consuming intoxicants in the mill or on mill premises.
 - (b) Reporting for duty under influence of liquor.
 - (c) Disobedience.
 - (d) Smoking while on duty in prohibited areas.
 - (e) Deliberate destruction or removal of Company's or other employees' property.
 - (f) Neglect of duty.
 - (g) Refusal to comply with company rules provided that such rules shall be posted in a conspicuous place where they may be read by all employees.
 - (h) Disorderly conduct.
 - (i) Dishonesty.
 - (j) Sleeping on duty.
 - (k) Giving or taking a bribe of any nature as an inducement to obtaining work or retaining a position.
 - (l) Reading of books, magazines or newspapers while on duty, except where required in line of duty.
 - (m) Failure to report for duty without bonafide reasons.
 - (n) Punching any other employee's time card but your own.

Employees are to comply with all safety rules as established by the Company from time to time, and they will further co-operate with the Management in the development of safe practices, and will assist in seeing that only safe methods are employed.

Safety

A complaint of any employee should first be taken up with the foreman of the department. If the foreman does not settle the complaint to the satisfaction of the employee he can take the matter up with the committee in his department. If the committee feel that he has a just grievance, they in turn can take it up with the foreman or superintendent.

**Adjustment of
Complaints**

An employee may take his complaint up first with the committee if he prefers to handle it in this manner.

If the complaint is not settled to the satisfaction of the committee and the employee, the chairman of the committee should take the matter up with the Management of the Company. Every complaint will be settled promptly and justly.

If any employee is discharged from the Company and he feels that it is unjust, he can present his case to the committee in charge of his department. If the committee feels that there has been an injustice, they should take the matter up with the superintendent in charge of the department. If the matter is not settled to the satisfaction of the committee by the superintendent, the committee should then take the matter up with the Management of the Company.

**Appeals from
Discharge or
Suspension**

Every effort will be made to correct unsatisfactory conditions before resorting to discharge.

When a new man is employed by the Company, he will be employed only on a three months' probationary period. At the end of three months, there will be a review of his record. The committee from the department will be asked to certify that he is satisfactory to become a permanent employee of the department. Their judgment should cover:

**Employment
Policy**

- (a) That he is agreeable to work with.
- (b) That he will co-operate with the rest of the employees.
- (c) That he is willing to do his share of any work entrusted to him.

The foreman of the department will be asked to certify:

- (a) That he is capable of doing the work entrusted to him.
- (b) That he has the possibilities of being promoted as further opportunities develop.

When approved by both the foreman and the committee, he will become a permanent employee of the Company and entitled to all the rights and privileges of any other employee.

A second review of the new employee's record will be made after six months of service to see if any conditions have developed which were not evident at the end of the three months' period.

Solicitations Among Employees

It is agreed that there will be no solicitation of money from the employees for any purpose during working hours by either the employees or Management, with the exception of support for nationally recognized charitable work, such charitable work to be included as:

Community Chest,
Red Cross, and the like.

Such solicitations will be made under conditions agreed upon with the committees and it is understood that there will be no coercion at any time in making them.

Transfer and Promotions

When work becomes slack in one department, every effort will be made to transfer men to other departments.

A seniority list will be maintained in a book in each department which is subject to the inspection of any employee in the department at any time.

It is the policy of the Company to promote the employees from one job to another as opportunities develop. Eligibility for promotion will be determined by the foreman or superintendent.

Promotion will be made on the basis of merit and ability. In case two men are of approximately the same ability, the man having the greater length of service will receive the preference.

A promotional list will be maintained by each superintendent in the same book with the seniority list. This promotion list will be open for the inspection of any employee in the department at any time.

When a man is promoted from one job to another, he will be on trial for a reasonable period of time, not to exceed three months. During the time of this trial period, he will receive a rate halfway between his old rate and that of the new one.

If he is not able to fill the new responsibilities, he will be placed back at his old position and his old rate of pay, and the second man in point of eligibility will be given the opportunity to try the new job.

It is understood that the newer employees will be laid off first in case of reductions, unless there is some particular reason why this procedure cannot be followed. **Layoffs**

Any employee, who has satisfactorily completed his probationary period of three months, and who is laid off because of lack of work will be recalled in order of his seniority standing, provided his merit rating and adaptability for the work are satisfactory.

After one year of continuous service the Company shall carry an employee's life insurance for two months and preserve his seniority standing for one year after the date of layoff.

If an employee is absent from work for 72 consecutive hours without having given notice to his foreman or to the employment office, he will be considered to have voluntarily quit his job.

If an employee who has been temporarily laid off is served with a reinstatement notice and does not report for work at the time specified, or communicate with his foreman or the employment office, it will be assumed that he is no longer interested in his job and that he has severed his relations with the company.

Hours of work and overtime payments specified in this agreement will be adjusted to conform with any laws passed by the state or nation.

PAYDAY

Payday is Wednesday of each week. The pay period begins on Sunday morning at 8 o'clock and ends the following Sunday morning at 8 o'clock.

Checks are payable at the Pay Stations, as follows:

8:00 to 4:00—At end of tour.

4:00 to 12:00—Before starting tour.

8:00 to 5:00—After punching out.

12:00 to 8:00—Thursday morning at end of tour.

Note: The 12:00 to 8:00 tour may call at the Employment Office on Wednesday morning and secure their checks if the pay roll is completed by that time.

If there is any question of error in your pay check, the pay roll department will be glad to check your time card and pay check with you and make the adjustment.

YOUR TIME CARD

Your time card is your statement to the Company for your pay. You will greatly help the pay roll department if you will be sure that this statement is clearly and correctly made out.

Time cannot be paid for unless punched on the time card. Please check your time card each day and see that it is correctly punched. If you have failed to punch, or any corrections are necessary, see your superintendent and have him make the corrections and O. K. your card.

For overtime work, please punch both sides of the card and then at the end of the week give your card to the superintendent for his signature.

ACCIDENTS

All accidents or sudden illness involving a person or persons on Company property during working hours must be reported to the First Aid Man in the department where accident occurred, or to the Safety Engineer, or to any member of the Employment Office staff. This is necessary, so that proper care can be given. **Accidents and Sudden Illness**

There are 41 trained First Aid Men in the Mill. They cover all departments and practically all shifts. Get acquainted with the nearest First Aid Man.

This is the standard practice of handling major injuries: **Major Injuries**

1. Call First Aid Man immediately, and follow his instructions.
2. Make injured person as comfortable as possible.
3. Do not move injured, unless absolutely necessary.
4. In case First Aid Man is not available, call one of the following in the order listed:
 - a. Plant Safety Engineer.
 - b. Any member of the Employment Office staff.
 - c. The Company doctor.

This is the standard practice of handling minor injuries: **Minor Injuries**

Report all accidents to the First Aid Man.

In case of minor injuries, secure treatment from the nearest First Aid Man or First Aid Station.

The First Aid Men will report each day to the Safety Engineer on all cases treated by them. Forms are provided for these reports.

LIFE INSURANCE

Basic Policy

The Kalamazoo Vegetable Parchment Company provides life insurance for all its employees. This insurance is issued by the Travelers Insurance Company. The policy is payable to the Beneficiary upon the death of the Insured from any cause. The policy also carries a permanent and total disability clause covering all employees under the age of 60 years, payable upon the presentation of satisfactory proof of claim. The Insured names the Beneficiary and reserves the right to change the Beneficiary whenever he so desires.

These policies are issued to each employee at the expiration of six months of continuous employment. The policy known as the Basic Policy is increased each year by \$100.00 until it reaches the face value of \$1000.00. It remains at \$1000.00 during the period of employment.

Superimposed Policy

The Superimposed Policy is exactly the same as the Basic Policy, except that it is issued as an optional policy upon the request of the employee and upon his order to deduct from the payroll monthly premiums due on this insurance.

Good insurance, such as that issued to the employees of this Company is of prime importance as a safeguard to the employee himself and to his family. We recommend that every employee secure both of these policies.

Upon leaving the employ of this Company either or both of these policies may be converted into straight life policies without a physical examination.

KVP EMPLOYEES BENEFIT ASSOCIATION

(A) The name of this organization shall be the **By-Laws** KVP EMPLOYEES BENEFIT ASSOCIATION.

The object of this Association shall be to aid members when they are sick.

The government of the organization shall be a Board of Representatives.

1. **Representatives.** Representatives shall consist of the departmental Chairmen of the Employees Council, the Investigating Committee, and the President of the KVP Company.
2. **Secretary-Treasurer.** Secretary and Treasurer shall be appointed by the President of the KVP Company. It shall be the duty of the Secretary and Treasurer to handle all funds and pay all claims.

(B) Meetings of the Board of Representatives may be called any time deemed necessary.

(C) The Investigating Committee shall consist of members of the Employment Office staff and special additional appointments when necessary.

(D) No employee is eligible to membership in KVP EMPLOYEES BENEFIT ASSOCIATION until he has been an employee of the Company for 90 days.

(E) The Association does not take care of flowers or presents.

(F) The benefit shall cover sickness or absence from work because of injuries sustained, which are not covered by the Workmen's Compensation Law. Benefit will not be paid for cases covered by the Workmen's Compensation Law.

(G) Where chronic diseases are involved, the Investigating Committee shall use its own best judgment. In case of disagreement, the decision of the Management of the KVP Company shall be final.

(H) The Representatives will act as spokesmen for their respective departments, and will be held responsible for investigating and reporting on all cases, when requested for such a report by the Investigating Committee.

(I) Dues for men will be 50 cents a month and the amount of benefit payable to men is at the rate of \$2.00 per day or \$14.00 per week.

Benefit will begin on the eighth day, and will not be paid for the first week unless the employee is sick two full weeks, except in cases of special dispensation, the decision of which is left to the Investigating Committee.

(J) Dues for women will be 30 cents per month and the amount of benefit payable to women will be at the rate of \$1.43 a day or \$10.00 per week, subject to the same provisions as given in paragraph (H).

(K) No employee will be paid more than 15 weeks' benefit in any 52 week period.

(L) Before paying benefit, or at any time during period of disability for which benefit claim is made, the Investigating Committee has the right to require a physical examination by a doctor authorized by said Committee.

(M) A doctor's certificate is required before benefit will be paid.

Note: These blank certificates may be obtained at the Employment Office.

(N) No employee will be entitled to benefits unless said employee notifies the Employment Office in writing within one week from the first day of sickness or injury.

Note: At a meeting of the Directors of the Kalama-zoo Vegetable Parchment Company on August 10, 1920, it was agreed that, if necessary, they would duplicate every month the amount the employees paid in, thereby assuring a successful organization.

Printed July, 1938

