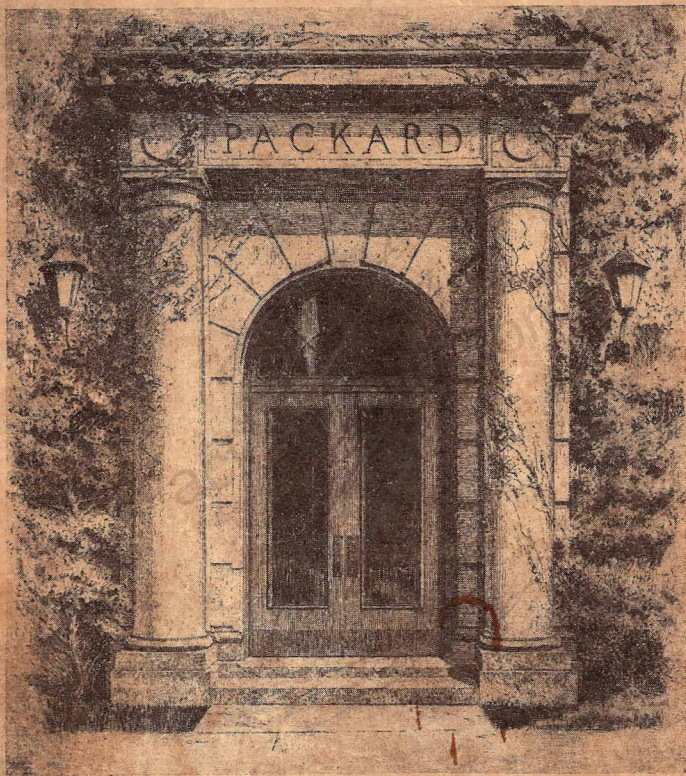


Information for Packard Employees



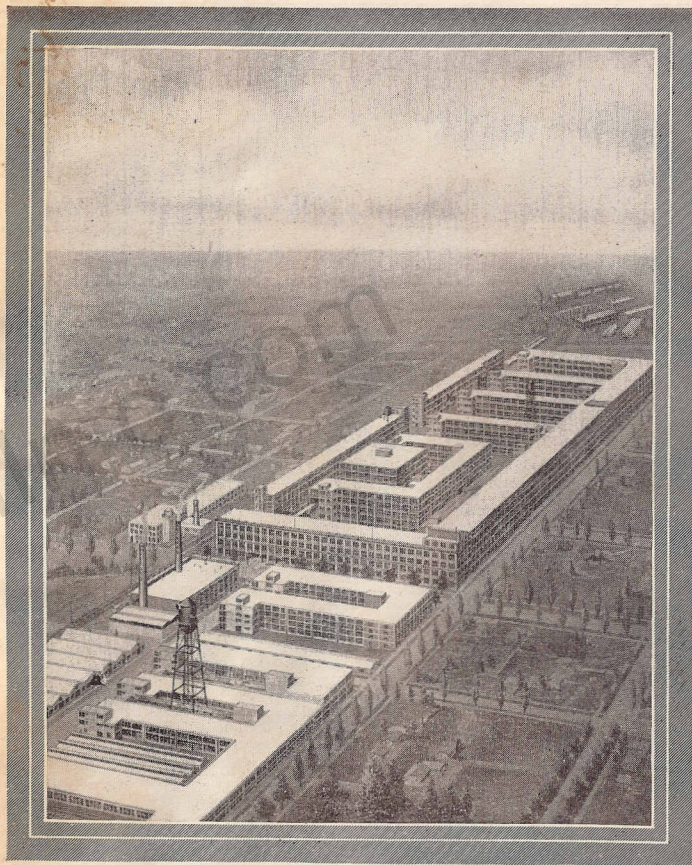
PACKARD MOTOR CAR COMPANY

DETROIT, MICHIGAN

May, 1928

*I believe the
Company owes loyalty to
the men as well as the men
to the Company, because
loyalty must work both
ways. It never works one
way only.*

—Alvan Macauley



*Packard Motor Car Company, a Michigan Corporation established in 1903
A number of men employed at that time are still with us*



QUALITY FIRST is our only standard of workmanship

Information for Packard Employees

The rules, regulations and privileges published in this booklet for the benefit and information of our employees are subject to such revision, cancellation or changes as may be necessary from time to time.



Any person who has passed the required physical examination, has signed the employment record cards, and has been assigned a roll number, a clock card, a temporary badge, and who has entered into the service of Packard Motor Car Company, is considered one of its employees.

Any person whose clearance has been approved by the employment department forthwith ceases to be an employee of the company and is entitled to payment for wages due.

The employment record card contains the following conditions, to be agreed and subscribed to by the employee: "I agree to be governed by all the rules and regulations of the Packard Motor Car Company, and to allow deductions to be made from my wages for tools and badges not accounted for."

Working Hours

1. Employees on an hourly basis work 50 hours a week, 9 hours a day and 5 hours on Saturday. A night shift works 55 hours a week, 11 hours a night for five nights.

Starting and Stopping Signals

2. Divisions north of Harper Avenue:
Work from: 6:50 A. M. to 4:20 P. M.
One-half hour out at noon: 11:20 to 11:50 A. M.
Saturdays: 6:50 to 11:50 A. M.
3. Divisions between Harper Avenue and East Grand Boulevard:
Work from: 7:00 A. M. to 4:30 P. M.
One-half hour out at noon: 11:30 A. M. to 12:00 M.
Saturdays: 7:00 A. M. to 12:00 M.
4. Divisions south of East Grand Boulevard:
Work from: 7:10 A. M. to 4:40 P. M.
One-half hour out at noon: 11:40 A. M. to 12:10 P. M.
Saturdays: 7:10 A. M. to 12:10 P. M.
5. In departments where irregular shifts are worked the hours will be explained at the time of employment.
6. Employees should be in their departments ready for work when the starting signals sound and not leave their work until the stopping signals sound.

Time Keeping

7. Clock stations are located at or near the entrance to the various divisions.
8. A time card is provided in one of the clock stations for each employee on an hourly basis.
9. Time cards are to be registered IN when reporting for work, and OUT when leaving the plant.
10. It is not necessary to register at lunch time unless leaving the plant.

11. Time worked and not registered on the clock card will not be credited unless approved by the Division Manager.
12. Clock cards must be kept in the card rack and not altered or defaced in any way.
13. One-half hour is deducted for each failure to register IN or OUT. Time worked must be approved by the Division Manager before credit is allowed on the clock card.
14. One employee is not permitted to register for another.

Clock Card Stubs

15. When new clock cards are put in the clock card racks at the beginning of a pay period, THE STUB, with the roll number only, is to be detached and held by the employee to be signed and presented as a receipt for his check on pay day.
16. The clock card stub may be required by the guard to identify the employee at any time.
17. Pay check will not be issued unless the clock card stub—covering the same pay period as the check—is presented, properly signed, by the employee.
18. If an employee is not present when pay checks are issued, his check will be held in the Shop Cashier's Office until called for.
19. One employee's pay check will not be given to another employee for delivery, except on a written order accompanied by the signed clock card stub.

20. If an employee loses his clock card stub a charge of fifty cents will be made for a duplicate. Duplicate stubs are issued by the Payroll Department at Room 212, second floor of the Main Office Building. Duplicates will not be issued on pay day.

Tardiness

21. Clock stations are open one-half hour before starting time.
22. Employees registering IN on or after starting time are LATE; and their time will be computed from the beginning of the next half hour period.
23. A deduction of one-half hour is made for registering OUT on or before the regular quitting time.
24. Employees are not permitted to register OUT during working hours without a pass signed by the foreman.

Overtime

25. Time and one-half is paid for overtime, providing one full half-hour or more is registered on the clock card, over and after the usual number of hours for the day or night shift have been worked.
26. Time and one-half is paid for working Saturday afternoons, Sundays, New Year's Day, Decoration Day, Fourth of July, Labor Day, Thanksgiving Day and Christmas Day.

27. Overtime must be authorized by the department head.
28. If more than two hours are worked after the usual quitting time, one-half hour will be deducted for lunch time, unless the foreman specifies that the employees will work through.

Bonus

29. In departments, or groups, where standard times have been established, bonus is paid to all employees in the department, or group, as follows: For each per cent of increase in the departmental or group efficiency during a pay period over an established starting point, an equal per cent in bonus is added to each employee's hourly earnings.
30. An employee laid off for lack of work during a pay period will receive his share of the bonus earned by his department or group after the pay period is completed and the percentage determined, based on the number of hours he has worked.
31. An employee resigning or one discharged for cause forfeits the right to participate in bonus earned during the pay period at the time of leaving.

Pay Days

32. Wages are paid by check at stations conveniently located throughout the plant.

33. Pay days are on the 9th and 10th and 24th and 25th of each month unless these dates fall on Saturday, Sunday or a holiday, when the day before will be pay day.
34. Wages earned from the 1st to the 15th of the month are paid in full on the 24th or 25th. Wages earned from the 16th to the end of the month are paid in full on the 9th or 10th of the following month.
35. Unless 18 hours or more have been registered on the clock card of the succeeding pay period an employee's pay check will be held in the shop cashier's office until the required number of hours have been worked, unless a deposit is made with the shop cashier sufficient to cover any of the company's property that may be held by the employee.
36. Cash advances are granted in special cases only when recommended by the foreman on a form "Request for Advance of Wages Due" for that purpose.
37. Cash advance checks are paid at the shop cashier's office between 11:30 A. M. and 12:00 o'clock noon, provided the request has been approved before 10:00 A. M. No advance checks are issued on Saturdays.
38. If pay check is incorrect, notify the foreman. If pay check is lost or stolen, report in person to the paymaster as soon as possible.

39. Employees should take every reasonable precaution to keep their wages from being garnisheed. The company refuses to honor any wage assignment.

Absence from Work

40. An employee who expects to be absent from work should get permission from his foreman before leaving.
41. In case of absence for cause unforeseen the day before the employment department should be notified as early as possible—by telephone or messenger.
42. An employee absent from work three consecutive days without permission will be cleared from the roll.
43. A physical examination is required before reinstatement.
44. It is to the employee's advantage to keep his service record free from breaks. (See length of service benefits on page 14.)

Badges

45. A badge, showing department and roll number is issued to each employee as a pass to the plant and for the purpose of identification.
46. The guards will not allow anyone in the plant without a badge or pass properly approved.
47. New employees are given temporary badges by the employment department which are good for one day only.

48. At the end of the first day worked, the foreman issues an order "Request for Badge and Tool Checks" which the new employee takes to the employment department after quitting time and receives a permanent badge.
49. New employees on the night shift secure their permanent badges at the employment department before starting time the second night.
50. Badges will admit employees through the clock station for the division in which they work—and during the regular hours only.
51. On Sundays, holidays, and nights—except for departments working irregular hours—a special Pass to Plant is required.
52. Employees who forget their badge should go first to the employment department for a pass—then to the clock station and register IN as usual.
53. No charge is made for a badge issued to a new employee, or for changes due to transfer.
54. If the badge is lost or not returned to the employment department on request, one dollar will be deducted from wages due.
55. An employee leaving the plant with tools or a package of any kind will be required by the guard to show a pass, listing articles, signed by the foreman.
56. Guards are authorized to inspect tool kits, packages or other containers which employees may have when leaving the plant.

Tool Checks

57. Any employee requiring the use of company's tools in the performance of his work will be issued tool checks which are exchanged at the tool crib for tools.
58. Tool checks are issued by the employment department at the same time and on the same order that the permanent badge is issued. (See No. 48.)
59. During the first day worked a new employee will draw any tools necessary on a tool order signed by the foreman. After receiving his tool checks he will replace the tool orders held at the tool crib with tool checks.
60. Tool checks are stamped with the department and roll number of the employee to whom they are issued—and if lost or not accounted for are charged to the employee at 25 cents each.
61. Tools issued on tool checks should be returned to the tool crib at once if broken, when dull, or when the job is finished.
62. Valuable tools, or tools easily lost, should be returned to the tool crib at the end of the day for safe-keeping.
63. Tools not returned are charged to the employees at cost.

Sales to Employees

64. In departments where special clothing, such as safety shoes, rubber boots, women's aprons, etc., are required, such articles are sold at cost and deductions made from wages due.
65. Request for sale is made to the employment department where an order is issued to the stock department.

Clearances

66. When an employee resigns, is laid off, or is dismissed, wages will be paid in full the same day if possible.
67. The employee will be given his departmental record card, signed by the foreman, which he will take to the tool crib for release after turning in any tools or company property issued on tool checks.
68. With the departmental card and tool checks he will go to the clock station, register OUT and have the clock station clerk extend and release his clock card.
69. Then with departmental record card, tool checks, and clock card the clearance clerk at the employment department issues an order to the payroll department for pay in full.

Compensation

70. Provisions of the Workmen's Compensation Act of the State of Michigan have been accepted by the company for the protection of its employees.

71. Employees receiving injuries arising out of and in the course of their employment will receive whatever compensation they are entitled to in accordance with the provisions of the act. Compensation orders are issued by the Hospital and are cashed at the Shop Cashier's Office.

Hospital

72. In case of sickness or injury, first aid is provided by the Company Hospital, located on the first floor of the Main Office Building.
73. Persons injured in any way, even though seemingly slight, should report at once to the Hospital for record and treatment.
74. It is the duty of the foreman to see that all cases of sickness or injury report to the Hospital immediately.
75. It is not a function of the Hospital to render medical aid except in case of emergency. Employees should consult their family physicians when ill and secure their endorsement on claims for benefits from the Packard Aid Association.
76. A physical examination is made of all new employees and on reinstatement after having been off the roll.
77. Injured employees are given a Hospital card for recording their visits to the Hospital which they should make regularly as instructed until their card is stamped "*discharged*."

Women

78. Women employees on an hourly basis work the same hourly schedule as the men, except that they shall not work more than 10 hours a day nor more than 54 hours a week. Women are not employed on night shifts.
79. Women employees are required to wear standard shop dresses and in machining department, caps also.
80. Dresses and caps are sold to women employees at cost on application at the employment department.

Lunch Period

81. The company maintains a Cafeteria on the fourth floor of the office building, where luncheon is served daily from 11:30 A. M. to 1:00 P. M.
82. An authorized lunch company serves lunches at centralized locations throughout the plant. Or, employees may carry their lunches.
83. Lunch papers and refuse should be put into containers provided and not thrown on the floor.

Length of Service Benefits

84. To encourage continuous and unbroken service, substantial benefits accrue with the completion of various years of service with the company.

Vacations

85. Employees on an hourly basis are entitled to one week's vacation with pay on completion of five years' service prior to June first.
86. Those who have completed ten years' service prior to June first, are entitled to two weeks' vacation with pay.
87. Vacations are taken during the months of June, July and August, unless otherwise provided for. The pay is determined by the hourly rate for fifty hours a week.
88. A week's vacation shall consist of seven consecutive days. Two weeks' vacation is fourteen consecutive days.
89. Employees are given vacations for their personal benefit and they will not be permitted to draw their vacation pay and work through—unless specifically authorized by the management.

Service Bonus

90. In prosperous years a bonus is paid to employees with five or more years of service as of August 31. Ten dollars for each year of service up to ten years, one hundred dollars being the maximum for ten to twenty-five years. Those employees with twenty-five or more years of service receive \$250.00.

Senior League

91. The Packard Senior League is an organization of Packard employees who have completed five or more years of continuous service. The object of the league is to promote closer relations socially and industrially among the members and to bring about closer relations between the employees and the company. (See constitution on page 22.)
92. Meetings are held once a month or as called by the executive committee. In addition to the routine business a program of entertainment usually is provided. The dues are one dollar a year.
93. Membership in the Packard Senior League is of three classes—Junior, Senior and Life.
94. Junior members, with five to ten years of service, wear a gold pin with a white enamel V.
95. Senior members, with ten to twenty-five years of service, wear a gold pin with a blue enamel X.
96. Life members, with twenty-five or more years of service, wear a gold pin with the numerals 25 in red enamel.
97. The Company presents gold watches, appropriately engraved, to all employees completing ten years of service during the fiscal year ending August 31. The presentation is made at a general meeting of all senior league members and their families held prior to the Christmas holidays.

98. Packard cars are sold at a discount to members of the Senior League.

Packard Aid Association

99. The Packard Aid Association is an association of Packard employees authorized by the company to provide an income for its members when they are sick or disabled, to provide life insurance in case of death, to promote thrift among its members, and to be of mutual aid in every way provided by the constitution. (See page 31 of this booklet.)

Membership

100. Any employee of the Packard Motor Car Company in Detroit is eligible. Membership becomes effective immediately upon signing the application card and includes sick and injury benefits and group life insurance.
101. Membership in the association is not compulsory, but more than 90% of Packard employees are members.
102. New employees are asked to sign the application card at time of employment, or as soon as possible after they have started to work. Packard employees should avail themselves of this protection.
103. Employees who do not join the association within three months from the time of employment will be required to pass a physical examination at their own expense in order to become members.

104. The dues are \$1.40 a month deducted from wages due on the tenth.

Benefits

105. Sick or injury benefits are \$12.00 for the first week of disability and \$2.00 for each working day thereafter. The total payments not to exceed \$180.00 during any period of twelve months.
106. Notice of illness or injury should be given the secretary of the association within three days from the beginning of absence from work. (See form of notice on page 39.) Claims for benefits must be accompanied by a doctor's certificate or an affidavit filed by the employee within 15 days after the termination of disability.
107. The time of disability shall be considered as beginning on the first day upon which no wage or salary is paid. No benefits are payable for a disability of less than one week.
108. Packard aid benefits are in addition to and do not in any way affect Workmen's Compensation that may be due on account of injury received in the plant.
109. Packard aid benefits do not include doctor bills nor medical attention at the Packard Hospital.
110. An employee laid off for lack of work may keep his Packard aid membership in force for three months by payment of dues in advance. Otherwise the membership ceases on termination of employment.

111. The Packard Aid Office is in Room 204, Second floor of the Main Office Building, and is open from 8:00 A. M. to 4:45 P. M. daily, except Saturdays, when it closes at noon.

Group Life Insurance

112. Each member of the Packard Aid Association is insured by the Aetna Life Insurance Company in amounts according to length of service, beginning at \$1,250.00 and increasing in six months to \$1,500.00, then gradually to \$3,500.00 at twenty years. (See schedule on page 38.)
113. Claims are paid promptly on notice of death, or in case of permanent and total disability before the age of sixty.
114. To avoid delay in the payment of claims, each member is requested to call at the office of the association and file the name of the beneficiary to whom his insurance is to be paid in case of death.
115. On leaving the employ of the company the group life insurance policy held by the employee can be changed to an individual policy on application to the Aetna Life Insurance Company within 31 days after termination of employment. No physical examination is required.

General Rules

116. It is the policy of the company to provide safe and satisfactory working conditions throughout the plant, consistent with the kind of work performed.

117. It is not the purpose of this book to list all the things employees may or may not do. It is presumed that most of our people understand the customary rules of personal conduct necessary for good organization. But a few suggestions will, we hope, be helpful to the new employee.
118. **CLEAN UP AND KEEP CLEAN** signs are conspicuous throughout the plant. They are placed there as a constant reminder that the plant is to be kept **CLEAN**.
119. Smoking is not permitted, except in departments where the privilege is specifically granted.
120. Notify the employment department of any change in your home address or telephone number.
121. Personal business should be taken care of outside of working hours. Do not give "Packard Motor Car Company" as your mailing address; letters so addressed will be returned to the Post Office for directory service. The employment department will receive emergency telephone calls and deliver such messages to employees.

Safety

122. Don't get hurt or through your carelessness cause injury to another.
123. If you are going to work on dry grinding, chipping or spot welding, **WEAR GOGGLES**.
124. If you are going to work on a punch press, handle stock with picks, tongs, or pliers.

125. If you are going to work on or near revolving machinery, roll up your sleeves, avoid loose clothing, throw away your gloves.
126. If the machine you work on has guards, use them. Do not operate a machine if it is not working right and has not the safety devices properly adjusted.
127. The foreman or safety engineer will welcome any suggestion that will help to prevent or reduce accidents.



Cleanliness and orderliness are essential to Quality. Banners are awarded to departments and prizes to the employees for the leaders of each division

Constitution and By-Laws of Packard Senior League

CONSTITUTION

As Amended April 2, 1928

ARTICLE I

NAME

The name of this association or league shall be Packard Senior League.

ARTICLE II

OBJECTS

Its objects shall be to promote closer relations socially and industrially among the members; to bring about closer relations between the employees and the officials of the Packard Company; to create harmony and prevent industrial unrest, and to encourage a spirit of unswerving loyalty to the Packard Company and its officials.

ARTICLE III

MEMBERSHIP

SECTION 1. Membership in the league shall be of four classes: junior, senior, life and honorary.

SECTION 2. All employees of the Packard Motor Car Company, its subsidiary companies, and its exclusively Packard Distributors shall become: 1st, junior members of the league upon completion of five years' loyal service as such employees;

2nd, senior members upon completion of ten years' service; and 3rd, life members upon completion of twenty-five years' service, the calculation of which years of service is to be made under rules which have been adopted by the Packard Company known as "Packard Length-of-Service Rules," a copy of which rules is appended hereto and made a part of this Constitution. Membership in the League, except life and honorary, ends when the active connection of a member with the Packard organization ends.

SECTION 3. Honorary membership may be conferred upon any person by unanimous vote of those present at any annual meeting, the name having been proposed at a preceding regular meeting. Honorary membership shall not be conferred upon more than two persons in one fiscal year.

SECTION 4. Senior and life members only are eligible to hold office in the League except that two junior members shall be elected to, and hold office as members of the Executive Committee.

SECTION 5. All except honorary members are eligible to vote for officers and on all questions before the League except the question of amending the Constitution.

ARTICLE IV

OFFICERS

SECTION 1. The officers of the League shall be a president, a vice-president, a secretary, a treasurer, and five Executive Committee members, two of whom shall be junior members of the League. These nine shall constitute an Executive Committee of which the president shall be chairman, and any three present at a called meeting shall constitute a quorum.

SECTION 2. All officers shall be elected by ballot at the annual meeting, and continue in office one year, or until their successors are elected and have qualified.

SECTION 3. A majority of all votes cast shall be necessary to constitute an election, except in the case of the three senior and two junior Executive Committee members, wherein all senior nominees shall be voted on at once, each member present voting for three and the three having the highest number of votes cast shall be elected, and all junior nominees shall be voted on at once, each member present voting for two, and the two having the highest number of votes cast shall be elected.

SECTION 4. No member shall hold the office of president or vice-president for more than two consecutive terms.

SECTION 5. Vacancies in office may be filled by the remaining members of the Executive Committee voting thereon by ballot.

ARTICLE V

MEETINGS

SECTION 1. Meetings of the League, including the Annual Meeting, shall be held at such times and places as may be from time to time designated by the Executive Committee.

SECTION 2. The last regular meeting of the fiscal year shall be considered as the Annual Meeting for election of officers.

SECTION 3. Special meetings may be called by the president, or shall be called by the president upon the written request of twelve members in good standing. The call for such a special meeting must state the business to be transacted and no other business shall be transacted at that meeting.

SECTION 4. Fifteen members of the League in Detroit in good standing shall constitute a quorum at any regular or special meeting, but the lack of a quorum shall not prevent those present from proceeding with the program of the day.

SECTION 5. The meetings of the League shall ordinarily be open but the League may at any

time by a majority vote go into executive session.

ARTICLE VI

NON-RESIDENT MEMBERS

Members of the League employed at any of the Packard Company's Branches or Distributors outside of Detroit may form branch organizations, elect their own officers, collect their own dues, and carry on the business of the Branch League in their own way.

ARTICLE VII

AMENDMENTS

SECTION 1. This constitution may be amended at any regular

meeting by a two-thirds vote of all senior and life members present in good standing, the proposed amendments having been submitted in writing and read to the League at a previous regular meeting.

SECTION 2. Amendments may also be made at any regular meeting without previous notice by the unanimous vote of all senior and life members present.

SECTION 3. By-Laws and standing rules may be adopted, amended, or repealed at any regular meeting by a two-thirds vote of senior and life members present.

By-Laws

ARTICLE I

DUES

The annual dues of members, except life and honorary members and members employed outside of Detroit, shall be one dollar per year in advance. Dues shall be payable September first of each year and any member in arrears three months thereafter shall have no voice or vote in the League and shall be disqualified to act in any capacity until such dues are paid.

ARTICLE II

DUTIES OF OFFICERS

SECTION 1. The regular term of office of all officers shall commence at the adjournment of the annual meeting at which they are elected.

SECTION 2. The officers shall have the usual duties and such as are specified by these by-laws, and the ranking officer present, in the order named, shall preside at the meetings.

SECTION 3. The president shall appoint all committees, except the Executive Committee, and shall be ex-officio a member of all such committees but without the right to vote.

SECTION 4. The secretary shall keep accurate minutes of all meetings and shall mail to each member notices required or ordered at any meeting. He shall also receive the dues of members and turn the money over to the treasurer and shall keep an accurate list of the membership of the League.

SECTION 5. The treasurer shall receive and have custody of all funds of the League, pay all approved bills, keep an accurate account of all financial transactions, and render a complete accounting at the end of each six months' period or at any other time at the demand of the League.

The treasurer may pay bills for ordinary running expenses which amount to Ten Dollars (\$10.00) or less each upon the signed approval of the president or vice-president, but all other bills must receive the approval of the League in open meeting before being paid.

SECTION 6. All officers upon retiring from office shall deliver to their respective successors all money, accounts, record books, papers, and other property belonging to the League.

ARTICLE III

COMMITTEES

SECTION 1. The Executive Committee shall have power to transact the general business of the League subject to the approval of the League and to fill vacancies in office, and shall arrange the program of the day for all the regular meetings.

SECTION 2. An auditing committee, composed of three members, none of whom shall be members of the executive committee, shall be appointed and shall audit all accounts and make full report of the finances of the League at the annual meeting.

ARTICLE IV

MEETINGS

SECTION 1. At the meetings of the League, the order of exercises shall be:

1. Call to order.
2. Reading of the minutes.
3. Communications from the president.
4. Report of the secretary.
5. Report of the treasurer.
6. Report of the Executive Committee.
7. Report of other committees.
8. Unfinished business.
9. Miscellaneous business.
10. Election of Officers (annual meeting only).
11. Adjournment.
12. Program of the day.

SECTION 2. The executive committee shall meet at the call of the president or of any three members of the committee.

SECTION 3. Other committees shall meet at the call of their respective chairmen or of any two members of the committee.

ARTICLE V

FISCAL YEAR

The fiscal year of the League shall be from Sept. 1 to Aug. 31.

ARTICLE VI

PARLIAMENTARY AUTHORITY

The rules of parliamentary practice comprised in Robert's Rules of Order shall govern the proceedings of the League, subject to the special rules which have been or may be adopted.

Packard Length of Service Rules

Substantial rewards are provided for those who have accumulated a service record of five years or more.

The following rules govern the majority of cases where there has been a break in service and plainly state what credit, if any, can be allowed for previous service.

The Service Rules Committee composed of three members of the Senior League and two officers of the Company pass on all cases where the established rules do not obviously apply.

RULE 1

Packard employees are divided into five groups as follows:

Group I—Less than five years' service.

Group II—Five years or more and less than seven years.

Group III—Seven years or more and less than ten years.

Group IV—Ten years or more and less than fifteen years.

Group V—Fifteen years or more.

RULE 2

Upon re-employment, a Packard employee may be credited with his previous service minus the following, according to Groups:

Group I—Entire service forfeited.

Group II—Three years forfeited.

Group III—Two years forfeited.

Group IV—One year forfeited.

Group V—No forfeit.

RULE 3

Upon subsequent re-employment, the employee's status at the end of any of his previous employment periods may be used to determine his Group. For example: A was with the Company six years, was away one year, returned and worked one year, was away six months and then returned. He was a Group II employee when he left the first time, but by leaving he forfeited three years of his service, leaving him three years. His second period was one year, so that he had not reached five years the second time he left. But when he returned the last time he was permitted to adopt his status at the end of his first employment period, thus receiving credit for three years. Had his second employment period been five years, he would have reached Group III, and upon his return the last time he would then have been credited with six years and been in Group II.

RULE 4

Excepting employees in Group V, no credit shall be given for previous service in case of a single period out of the Company of more than three years.

RULE 5

If an employee in any of the above Groups resigns for the purpose of entering the Military or Naval service of the United States or Allied Countries, and does enter such service, and returns to the Packard Company within six months after his discharge from such Military or Naval service, then he shall be credited with a continuous service period as if he had not left the Company. If such employee returns to the Packard Company more than six months and less than three years after his discharge, his group shall be determined by crediting him with service up to the date of his discharge.

RULE 6

An employee in the service of the Company shall be credited with prior service at any Packard Branch or authorized dealer or sub-dealer the same as if such prior service was with the Company.

RULE 7

Whereas, it is understood that there are numerous instances of employees being off the rolls temporarily due to sickness or accident, and of others being laid off due to temporary lack of work, particularly in connection with certain classes of work in which there is almost necessarily a slack season;

Whereas, it is the belief of the Committee that these employees should be accorded the same consideration as those who have been continuously on the rolls due to more fortunate circumstances; and

Whereas, the Committee realizes that there undoubtedly are other occasional instances where employees have been justified in leaving the employ of the Company and have returned, but it realizes also that it is impracticable to investigate the full merits of hundreds or perhaps of thousands of cases to determine the reasons for leaving in all cases to thereby do individual justice:

Now, therefore, the Committee believes that the nearest to exact justice will be done by excusing temporary absentees for either one of two reasons, that is, first: sickness; or second: lack of work,

neither of which is, as a rule, the premeditated fault of the employee, and it therefore adopts the following rule as one of the General Rules of the Employees' Service Rules Committee:

RULE 8

One or more breaks in an employee's service record may be repaired and the service held to be continuous under the following conditions:

1. If such break was due to sickness or accident which rendered the employee unfit for work and he returned to work upon his recovery.

2. If such break was in fact only a furlough of less than three months' duration and due solely to lack of work in the department at the time the employee was laid off and he returned to work at once upon being notified.

No other reasons for leaving the Company will be considered as excusing or repairing a break in an employee's service record.

In applying this rule an affidavit will be required from the employee who seeks to have his record repaired in one of the following forms:

"SICKNESS"

County of Wayne }
State of Michigan } ss.

For the purpose of excusing a break in my service with the Packard Motor Car Company and to thereby obtain a standing in said Company that would not otherwise be due me, I,

being duly sworn, do depose and say:

1. That I left the Packard

Motor Car Company.....

....., 19....
on account of sickness (or acci-

dent) due to.....
and returned to work at the

Packard Company.....

....., 19...., which
was as soon as I was able to work
again; and

2. That I was not discharged at that time, I did not leave to work elsewhere, and when I left I fully intended to return to work

at the Packard Company as soon as I was physically able.

.....
Sworn to and subscribed before
me this.....day of

....., 19....
(Seal)

Notary Public.

"FURLOUGH"

County of Wayne }
State of Michigan } ss.

For the purpose of excusing a break in my service with the Packard Motor Car Company and to thereby obtain a standing in said Company that would not otherwise be due me, I,.....

.....being
duly sworn, do depose and say:

1. That I left the Packard
Motor Car Company.....

....., 19....,
on account of lack of work and

returned at once.....

19...., when sent for;

2. That I was informed and believed at that time and I firmly believe now that the reason I was laid off was that there was then not enough work of the kind I was doing to keep the full force going; and

3. That I was not discharged but was furloughed, I did not leave to work elsewhere, and when I left I fully intended to return to work at the Packard Company as soon as notified.

.....
Sworn to and subscribed before
me this.....day of

....., 19....
(Seal)

Notary Public.

After such affidavit has been received no action will be taken for thirty days, but a decision will be made as soon as possible thereafter. An investigation of the facts may be conducted and the decision as to whether the break in the employee's service should be repaired or not may be made either upon the affidavit alone or upon the affidavit in conjunction with any other evidence or facts that may be available.

RULE 9

Whereas, occasionally an employee voluntarily leaves the Company at a critical time, or under aggravating circumstances; and

Whereas, it is thought that in such instances the employee should be penalized for unreasonably embarrassing the Company; and

Whereas, it is understood that these rules are for general application only, and that an employee obtains no vested rights by reason of them:

Now, therefore, the Committee recognizes the following rule:

RULE 10

The Management of the Packard Motor Car Company, through its proper officers, may at any time alter, suspend or change these rules either in individual cases or generally, and particularly the Management may at the time of discharging an employee or otherwise, note a greater penalty against the serv-

ice record than is specifically provided by these rules, and such greater penalty shall apply in case of re-employment by the Company.

RULE 11

Length of Service Rules amended—Whereas, there was a general period of depression in the automobile industry from 1920 to 1922, during which period many employees of the Packard Company were of necessity suspended from employment, and whereas, many of these employees have returned to the Company since that period:

Now, therefore, the Packard Motor Car Company, under Rule 10 of the Length of Service Rules, hereby orders that all breaks in employees' service records occurring between October 1, 1920, and April 1, 1922, shall be closed and the service held to be continuous and shall work no forfeiture of any previous service. The furlough provision of Rule 8 is suspended as regards all service breaks beginning and ending during such period.

Constitution of the Packard Aid Association

As Revised September 15, 1926

ARTICLE I

NAME

This Association shall be known as the Packard Aid Association and will be referred to hereinafter as the "Association." It is a voluntary Association of the employees of the Packard Motor Car Company, of Detroit, Michigan, which Company will be hereinafter referred to as the "Company." When the Directors of the Association deem it advisable and when the Company consents, the Association may be incorporated under the laws of the State of Michigan. At any time prior to such incorporation the Company may disband the Association or withdraw its support therefrom.

ARTICLE II

OBJECTS

The objects of this Association are to provide a certain income for its members when they are sick or disabled by accident, to arrange for life insurance for members at reduced rates, and to

foster thrift among the employees of the Packard Motor Car Company.

ARTICLE III

MEMBERSHIP AND DUES

SECTION 1. Eligibility. All employees of the Packard Motor Car Company of Detroit, and its subsidiary companies, are eligible to membership in the Association.

SECTION 2. Applications. Applications for membership in the Association shall be in writing and presented to the Secretary. The Directors of the Association hereby reserve the right to reject any application.

SECTION 3. Date Effective. Membership shall become effective on the date of enrollment by the Secretary.

SECTION 4. Dues. There shall be no entrance fee. The dues of the Association shall be \$1.40 per month for each member.

SECTION 5. Termination of Membership.

A. When any member has completed twenty-five years' serv-

ice with the Company, under the "Packard Length of Service Rules," termination of employment thereafter shall not end his membership.

B. Should a member be discharged or voluntarily leave the employ of the Company, his membership in the Association shall thereupon automatically end on the hour of such termination of employment, and all rights hereunder shall thereupon be forfeited, except that in case of sickness or disability contracted prior to such termination of employment, the sick and disability benefits shall continue until fully paid; provided however, that in no such case shall more than fifteen weeks' benefits and no more than \$180.00 in all be paid.

C. Should a member be suspended or temporarily laid off, his membership in the Association may be carried for a period of ninety days by the payment of the regular dues **in advance** and benefits for sickness and disability contracted during that period shall be paid as if such employee had not been suspended or laid off.

D. In case of total disability of a suspended member continuing for a period in excess of twelve

months, the employee's membership may be carried over into the next year by the payment of the regular dues throughout the year and this may be continued from year to year as the sickness continues and the member will, by the payment of such dues, be entitled to such of the maximum yearly benefits of fifteen weeks of each year and not exceeding \$180.00 in any one year as his disability warrants until such time as his case is accepted as one of total disability by any life insurance company which has contracted for group life insurance, so-called, for the benefit of the members of this Association as provided in Article X of this Constitution, provided such member is entitled to have his case so accepted and provided that at the time such disability commences an insurance company has contracted for such group life insurance.

E. Before the membership of any member is cancelled for any reason other than non-payment of dues, he shall be entitled to a hearing before the Board of Directors and shall be given written notice of the time and place of such hearing. Such notice may be delivered to the member personally, at least two days prior to such hearing, or may be mailed to

him one week prior to such hearing at the last address given by him to the Association; if he has given no address to the Association no notice whatsoever of the hearing need be given.

F. A member who has been dropped for non-payment of dues cannot be reinstated until all arrears have been paid.

G. Members may resign from the Association by giving written notice to the Secretary.

ARTICLE IV

MEETINGS

SECTION 1. Regular Meetings. The regular meetings of this Association shall be held on the third Thursday of January and July of each year.

SECTION 2. Special Meetings. Special meetings may be called by the President or in his absence or disability by the Vice-President, or shall be called by him upon written request signed by fifteen members stating the object of such meetings.

SECTION 3. Quorum. A quorum for the transaction of business shall consist of fifteen members, one of whom shall be a member of the Board of Directors.

ARTICLE V

OFFICERS AND BOARD OF DIRECTORS

SECTION 1. The Board of Directors of the Association shall consist of five members, one Director appointed by and holding at the will of the Company, and four Directors-at-large elected by the members at the annual meeting in January. At the first election two of said Directors-at-large shall be elected for one year and two of such Directors shall be elected for two years, and thereafter the terms of all such Directors-at-large shall be for two years. The members of the newly elected Board of Directors will assume their duties seven days after their election to office.

SECTION 2. Meetings. The Board of Directors shall meet on the second Tuesday of each month and act on such business as may come before them. They shall arrange to receive all appeals from members, grant a hearing if necessary, and render decisions thereon, and such decisions are final.

SECTION 3. Election of Officers. The President and Vice-President shall be elected by the Board of Directors from among their number.

SECTION 4. Secretary-Treasurer's Appointment. The Secretary-Treasurer shall be appointed by the Board of Directors, subject to the approval of the Company, and may hold office until his successor is appointed and approved and has qualified. The same person may hold the offices of Secretary and Treasurer.

SECTION 5. Vacancies.

A. Vacancies in the Board may be filled by appointment by the Company or by appointment by the remaining members of the Board, in the case of a Director-at-large. Such appointees will serve the unexpired term.

B. Should any Director-at-large be absent from three consecutive meetings of the Board (unless such absence has previously been excused or is caused by illness or other disability) the Board shall declare his office vacant and shall proceed to fill such vacancy as provided herein.

SECTION 6. President's Duties. The President shall have voting powers. It shall be his duty to preside at all meetings of the Association and of the Board of Directors, and he shall exercise general supervision over the affairs of the Association. He shall call special meetings of the

Association upon written request as provided herein.

SECTION 7. Vice-President's Duties. It shall be the duty of the Vice-President to assist the President in the performance of the duties of his office and in case of the absence or disability of the President to perform all the duties and exercise all the powers of the President.

SECTION 8. Secretary-Treasurer's Duties. The Secretary-Treasurer shall keep all records of the Association, receive all communications, bills, etc., and bring them before the Board for consideration. He shall receive all applications for membership, cause all cases of sickness, accident or death to be investigated, and, if necessary, report in writing on them to the Board. He shall act as custodian of all funds of the Association and pay all warrants authorized and drawn in accordance herewith. He shall file bond in an amount, and with sufficient sureties, to be determined by the Board, and such bond shall be placed in the custody of the Comptroller of the Company. He shall place all funds of the Association in a bank designated by the Board and such funds shall be subject to check drawn and signed by him.

SECTION 9. Warrants.

A. Warrants for payment of benefits shall be drawn by the Secretary-Treasurer in favor of the member entitled to such benefits and shall be countersigned by a member of the Board, and such warrants shall be authority for the Secretary-Treasurer to pay such benefits.

B. Warrants for the payment of necessary expenses of the Association shall be approved by the Board and such warrants shall be authority for the Secretary-Treasurer to pay such expenses.

ARTICLE VI

ELECTION

SECTION 1. Nominations. At the regular meeting of the Board in November the President shall appoint a committee of six members as a Nominating Committee and to act as tellers at the election, whose duty it shall be to nominate ten candidates for Directors-at-large, obtaining the approval of the Company on all such nominees, and no such nomination shall be valid until approved by the Company, and present their report to the Board at the regular meeting in December.

SECTION 2. Election. Election of the Directors-at-large shall be by ballot. After the first election each member shall vote for two directors, and the two having the highest number of votes cast shall be elected.

ARTICLE VII

COMMITTEES AND REPORTS

SECTION 1. Special committees shall perform promptly the duties for which they are appointed, and report at the next meeting of the Board or of the Association, as the case may be.

SECTION 2. Auditing Committee. The President shall appoint, with the approval of the Company and no such appointment shall be valid until approved by the Company, an Auditing Committee to audit the books of the Secretary-Treasurer, balance the bankbook, check all warrants for moneys paid out, satisfy themselves that the records are properly kept, and report the result of said audit at the following meeting of the Board.

ARTICLE VIII

SICK AND DISABILITY BENEFITS

SECTION 1. The benefits paid by the Association shall be \$12.00 for the first week of sick-

ness or disability and \$2.00 per working day thereafter, provided no member shall receive more than \$180.00 in benefits in any one period of twelve months.

SECTION 2. The time of disability shall be considered as beginning on the first day upon which no wage or salary is paid, and no benefits are payable for disability of less than one week.

Section 3. Notice of Disability. *Within three days from the beginning of disability the Secretary of the Association must be notified in writing.*

SECTION 4. Proof of disability shall be submitted in the form of a doctor's certificate or an affidavit of the member, and the time of absence shall be checked against the records of the Company. Proofs of continued disability should be presented weekly.

SECTION 5. Time Limit to File Claims. No benefits will be paid unless proof of claim is filed in such manner as may be approved by the Directors, or in cases where proof of claim is not filed within fifteen days after the termination of disability.

SECTION 6. Claims Not Paid For. No benefits will be paid for any illness or disability caused by

intemperance or immoral conduct or unlawful act on the part of the member, or any injury wilfully self-inflicted, or for any sickness or disability arising from such acts or injuries.

ARTICLE IX

FUNDS

SECTION 1. When a sufficient reserve fund has been accumulated, the Board of Directors may by unanimous vote authorize discontinuance of payment of dues or a reduction therein for such periods as they may deem advisable.

SECTION 2. When said reserve fund shall have fallen below an amount consistent with sound actuarial practice, the Board of Directors may by unanimous vote levy a special assessment on members from time to time as they may deem advisable, not exceeding 10% of each member's annual fee per assessment, during any one year, until such special assessment, together with any amounts the Company may contribute, shall re-establish a financially sound reserve fund.

SECTION 3. The Board of Directors may invest not to exceed 66% of the surplus funds of the Association in securities approved by the Company.

*I do the very best
I know how—the very best I can;
and I mean to keep doing so until
the end. If the end brings me out
all right, what is said against me
won't amount to anything. If the
end brings me out wrong, ten angels
swearing I was right would make
no difference.*

—Abraham Lincoln