Date: April 30, 2007

To: Gary Glaviano

Fr: Gil Mislang

Re: Job Description: Senior Chemist, Los Angeles, California

The requirements of the supervising chemist position at the LA R&D Laboratory include, but are limited to:

- At least a BA or BS in chemistry or some allied field **and** extensive paint laboratory experience …..10 years minimum…. with a broad knowledge of paint raw materials and processing
- A demonstrated ability to organize **multiple** experimental programs, set up and run designed tests
- Effectively communicate results and recommendations throughout the organization, including Product meeting reviews
- In-depth working knowledge of paint manufacture and architectural coatings product lines with the ability to make recommendations on production batch corrections
- A demonstrated ability to lead a group as backup to Lab Management
- Ability to interact with management and other departments, including QC, Production, Sales/Marketing to interrupt specification needs and address complaints

The position of a Senior Chemist is responsible for the management of product and team infrastructures, both developmental and maintenance. This includes training and development of lower level staff through instruction, lectures and hands on demonstrations. The following are some of the activities required of this position;

a. Product and technical recommendations for painting surfaces.
b. Product and technical presentations to sales, marketing and customers.
c. Technical correspondence to customers and raw material suppliers.
d. Troubleshoot technical problems in manufacturing and field jobs.
e. Recommend and specify the use of raw materials and equipment.
f. Provide technical and strategic advice to higher-level management.

g. Direct strategic research efforts in paint development.
h. Make decisions on raw materials, paint products and technical policies.
i. Assist in the marketing and sales our products and to prospective new accounts.
j. Perform and interpret technical evaluations of competitive products.
k. Provide technical guidance to manufacturing, quality control and the color formula development operations.
l. Provide direction and technical assistance in product literature and labels.
m. Provide guidance and counseling in pricing and costing matters.
n. Provide technical direction and advice to staff chemists and technicians.
o. Provide technical assistance where required.
p. Perform other chores related to the job as deemed necessary by management.

Other activities that are expected of a senior chemist;

a. Contribute practices and techniques in the formulation of paints and coatings.

b. Contribute ideas and practices in the formulation of compliant paints and coatings.

c. Contribute ideas, practices and protocols for the development of colorants, base paints and color systems.

d. Contribute ideas, practices and protocols for the implementation of tinting operations at store and factory locations.

e. Contribute ideas and techniques in the proper formulation of coatings products using modern pigment slurries.

f. Develop methods and practices to improve formulation technology using scientifically backed procedures.

g. Contribute ideas for the development of the most modern paint manufacturing facility.

h. Develop ideas for quantitative formulation of paint products.

i. Develop programs to evaluate competitive paint products and programs to present competitive analysis to the sales force and customers.

Senior Chemist Developmental Program

1. When first starting out in this field, the chemist should work with a mentor who can teach him/her how to design and carry out projects and how to become successful in relating to customers and upper management. During this stage, the mentor chemist obtains the projects, designs the broad outline of the project, and fits the project into the activities of the organization. The apprentice chemist does the detail work, makes sure that things are accurate, and follows up on all details. At this stage the apprentice acts as an appendage of the mentor, and so they must be physically located very close to each other in order to develop the proper interpersonal relationships.

2. In stage two, the chemist assumes responsibility for a definable portion of a project, works independently, and produces results that are significantly identifiable with him/her. The chemist begins to develop credibility and a reputation as a person who knows a great deal about the company's technology, product line, manufacturing processes and protocols. The chemist now manages more of his/her own time and accepts more responsibility for the outcomes. Relationships with peers and fellow chemists now become important, while the relationships with the mentor become less significant. This requires a different kind of job definition and a different kind of physical arrangement. For example, the professional, in this case, could be located far away from the supervisor.

   In general, organizations consider Stage Two valuable but if a person stays in Stage Two for a very long time, the chances are that he/she will be terminated or moved to some other job that is not very important. In other words, the expectation is that the chemist will get out of Stage Two and into Stage Three if he is to be considered "successful."

3. Stage Three is the Supervising Chemist level. Here the chemists apply their technical skills to several areas rather than to a specific project. They get involved in external relationships with suppliers, with clients, and with new business ventures, and they begin to do things that benefit others and the organization in general. They become involved in the

development of other people. Many chemists stop at this point, and are considered very successful.

4. In Stage Four the Chemist Manager exercises a significant influence over the future direction of a major portion of the organization. He/she tends to engage in wide and varied interactions both outside and inside the organization; he/she is also involved in sponsoring and developing promising people who might fill future key roles in the organization. Generally, people in Stage Four spend their time in three ways:

   (1) they contribute to the future of the organization by supplying innovative and original ideas that might shape the organization.
   (2) they are internal entrepreneurs who bring together resources, money, people, and ideas in order to pursue new developments (for example, new research projects.
   (3) they are upper level managers who form policy, initiate programs, and monitor the progress of the organization.

   From this discussion, it is seen that there is an increasing managerial component in the activities of the chemist as he/she moves from Stage One to Stage Four. It is important to remember that the technical side of the activities can remain a very substantial component of the chemist's total activity. Therefore it is appropriate to reward people who do purely technical work in spite of the fact that they are not supervising a large number of people. The managerial career and the technical career should not be viewed as inconsistent. Professional chemists in a managerial position can take better care of their interests as managers by increasing their decision-making latitude concerning research and by their control over resources relevant to their scientific work.