JOHNS-MANVILLE

INDUSTRIAL HYGIENE

AUG 9 1950

by

C. B. Burnett

President

* * *

The importance of effective hygiene control as a means of bringing about substantial dollar savings each year, improving the morale and attitude of employees as well as the status and influence of Johns-Manville in communities where we have plants and mines, was stressed by Mr. Burnett at a meeting of management personnel at the Research Center on July 19, 1960.

Attached is a copy of Mr. Burnett's talk on this subject.

Charts referred to in the text will be found in the Appendix.

Additional copies may be obtained from the President's office.

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In addition to the improvements and reduction in cost to be received from wage incentives, there is another opportunity that requires management control and close follow-up. This is Loss-Prevention.

An important type of loss - one which is preventable - is the liability for occupational illnesses and injuries.

Chart 1

COMPENSATION COST VS. INJURY FREQUENCY

In the last 5 years our losses - the out-of-pocket direct costs for Workman's Compensation benefits and medical care - increased from $446,000 to $782,000, an increase of 78%. This cost increase took place while disabling injuries were reduced by 9%.

In 1959, this out-of-pocket expense was equivalent to the year's earnings on sales of $4,000,000.

There are a number of reasons for these cost increases, including expansion of J-M operations, but the principal cause for the rise is the increase in benefit rates and types of injuries and illnesses covered.

California, for example, increased its weekly benefit last year - from $50 to $65. Increases over the last 5 years in most states have averaged 12 to 20% annually. In addition, the types of injuries and diseases held as compensable have broadened.

In California, a carpenter was working in his workshop on a personal project and cut off his finger. This injury was held compensable - and the employer liable - because a previous eye injury (for which he had been compensated by the employer) contributed to the injury.

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In New Jersey, a pulmonary disease was held compensable regardless of the fact that the dust was non-toxic and the disease not related to the dust - on the basis that the two -- dust exposure and disease -- existed concurrently.

NEED FOR EFFECTIVE CONTROL

These trends indicate strongly that, unless we exercise more effective control over exposures which can affect the health of our employees, our earnings picture in the future will be adversely affected.

The control of dusts is an important part of this loss prevention problem. Johns-Manville has been producing and handling dusts and fibres for many years. Some plants and mines have obtained excellent control, many have not.

This is evidenced, not only by the appearance, but even more importantly, by the increasing number of claims in plants where it was believed no hazard existed.

As we discuss dust control, we're concerned about two different types. That of hygienic importance is made up of particles less than 10 microns in size.

Since the average human hair is 100 microns in diameter, it can be appreciated that special instrumentation is needed to evaluate the extent and type of dust and fibre.

The visual dust consists of much larger particles which, while they do not constitute a health hazard, are a nuisance and of psychological importance, and do represent a potential liability.

Control of both is essential.

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Chart 2

INDUSTRIAL HYGIENE CONTROL - ALL PLANTS

A review of J-M hygiene records of 1959 indicates that on the basis of survey stations established, adequate control has been effected to the extent of only 77%. This also covers vapors, gases, noise and the like.

This figure does not give a complete picture, since at some locations relatively few of the potential exposure sources have been evaluated. Comparing this with the 1957 - 1958 status of 89% acceptable, it is obvious that our control efforts are not satisfactory.

Although Division General Managers will be provided with more detailed data, I'd like to mention a few successful control programs.

LOMPOC ACCELERATED EFFORTS

Several years ago, Lompoc plant accelerated its dust control efforts --

1. Through engineering and design.

2. Through education, training and departmental surveys.

3. Through improved housekeeping.

4. Through follow-up of "out of control" situations and

5. Through regular physical examinations.

The excellence of the results is demonstrated by several indexes.

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Chart 3

LOMPOC CONTROL PROGRAM

In 1953, the surveys of 101 operating stations at Lompoc showed only 46% as acceptable. In 1959 all stations were acceptable.

The management-employee housekeeping inspection team has consistently found the quarries, mills, and departments to be from "very good" to "excellent", even though plant housekeeping standards have been tightened twice in this 5-year period.

O.B. Westmont, Lompoc Plant Manager, has reported and I quote him:

> "We are all very pleased with this accomplishment, especially with reduced expenditures for sweeping and cleaning labor. This shows that every man cooperates and keeps his working area clean. There is less work for the janitors to do.
>
> "Also, with more emphasis on maintaining our equipment to reduce or eliminate sources of dust, such as leaks in pipe lines, etc., there is less dust to be cleaned up. Emphasis on reducing bag breakage is very important in reducing spillage and dust conditions throughout our warehouses and carloading."

And a final, important evaluation of Lompoc's program --

Annual reviews of employees' x-rays and periodic pulmonary function studies establish that there have been no new cases, and there has been no progression of pulmonary disease from one degree to the next.

This accomplishment resulted in the cancellation of a $150,000 annual reserve for future claims, and cut out dust control projects totalling $680,000 when other control techniques proved adequate to bring the dust concentrations within limits.

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Chart 4

PROGRESS AT OTHER LOCATIONS

Similar steps toward improved control can be found in the experience of several other locations such as the Pipe plants at Manville, Marrero, Waukegan, at Fort Worth Building Products, and at the Jeffrey and Munro Mines.

Progress reported in the 1957-58 and 1959 periods, ranges from 7 percentage points improvement at Munro to 50 at Fort Worth.

The increased use of new chemicals and materials in our products and processes means that there is no J-M operation that is exposure free.

To ignore evaluations of these potentials because - "No one has been hurt" -- is to ignore a basic management responsibility of getting the facts upon which to make a decision. The old adage - "Ignorance is bliss" - has been expensively disproved.

IMPORTANT OPERATING ELEMENTS

Control of dusts and vapors does not require, per se, additional ventilation capacity. Material handling, container design, job methods, machine and ventilation system maintenance and housekeeping are all important elements in obtaining and maintaining a satisfactory operation.

Job standards contain allowances for keeping the work area clean - and if a plant is not clean — that plant manager is not getting what he's paying for.

Environmental control has effects beyond compensation liabilities and costs. Employee morale and the attitude toward work are definitely related to the conditions under which the job is performed.

A dirty, messy work place contributes to an "I don't care" attitude. This leads to poor quality, lack of cooperation, grievances and dissatisfaction and creates a poor community reputation.

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WELL-BEING OF EMPLOYEES

As a progressive, growing company, we can't accept the conditions, the exposures, the hazards of several years ago as "part of the job". It is our responsibility to operate without exposing our people - our most valuable asset - to working conditions which are detrimental to their well-being.

To accomplish this requires the efforts of many—production, engineering, industrial relations, research and others, in -

1. Identifying the problem potential.
2. Evaluating the extent of the problem, and
3. Developing methods, machinery and equipment to control the problem.

LOSS PREVENTION OBJECTIVE

Our objective as a part of our programming for maximum earnings through the control of preventable losses, shall be to:

1. Bring working conditions under control within the safe health threshold limits.
2. Establish and maintain housekeeping standards so our plants will be regarded as "clean" by J-M management, employees, the community, as well as state labor and health officials.

Direct responsibility for this lies with the Division General Managers. The development and use of adequate controls is a specific function of the Production Manager and his Plant Managers.

EFFECTIVE CONTROL PROGRAMS

An effective hygiene program requires that you:

1. Identify problem areas through regular evaluation of all potential exposure sources.

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APPENDIX

Chart 1 - Compensation Cost Vs. Injury Frequency

Chart 2 - Industrial Hygiene Control - All Plants

Chart 3 - Lompoc Hygiene Control Program

Chart 4 - Progress at Other Locations

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Chart 1

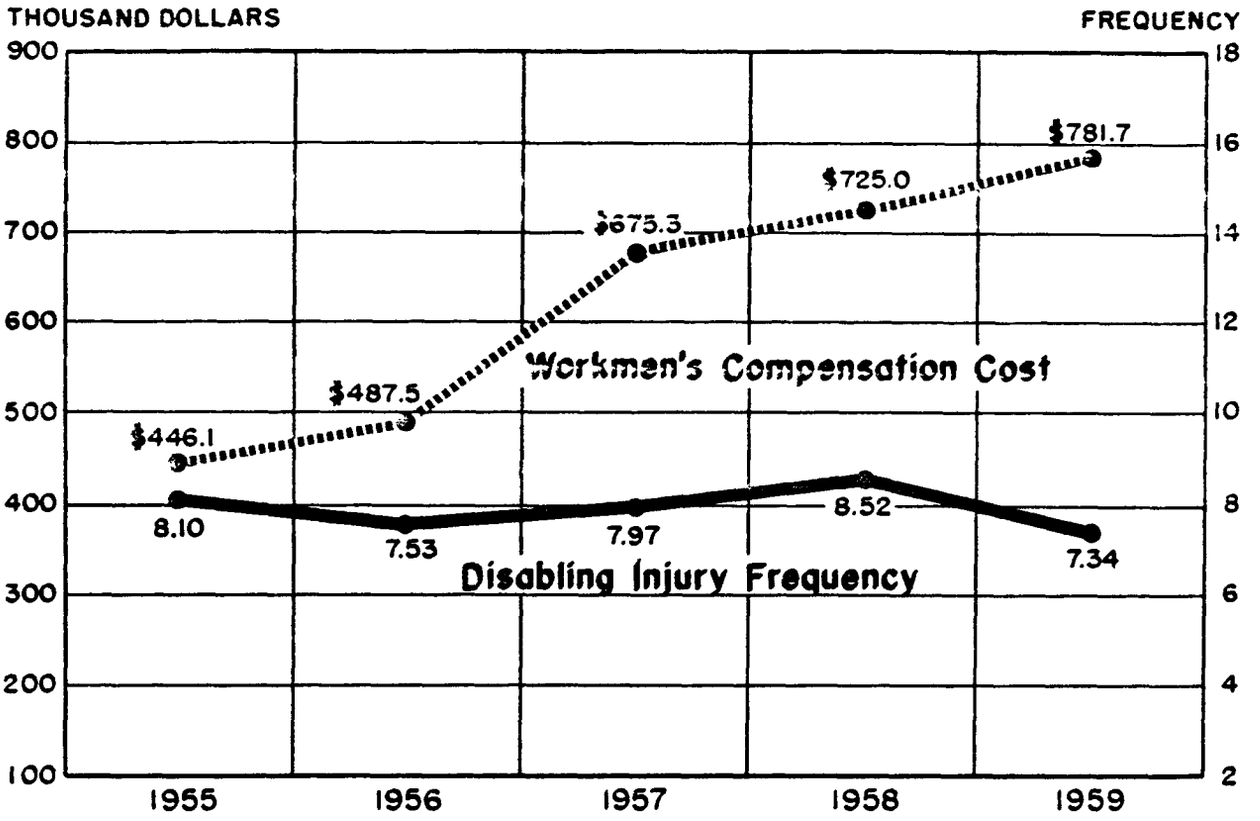
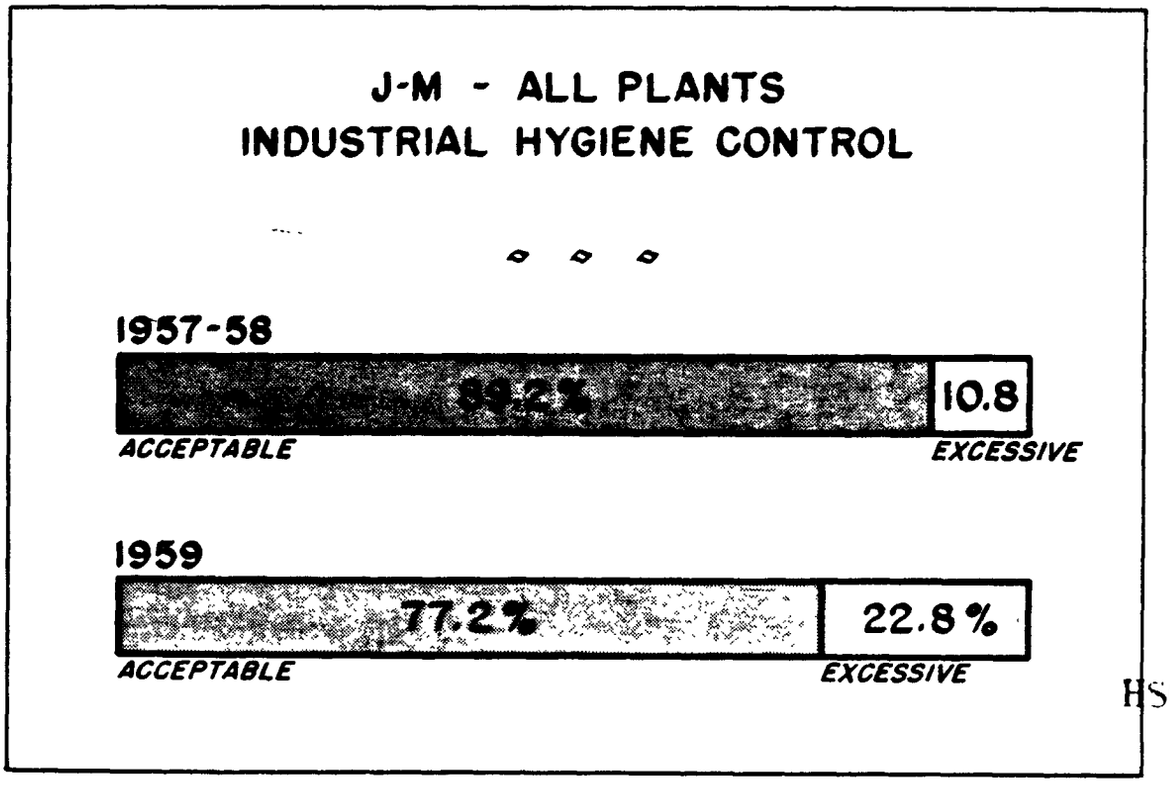


Chart 2



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Chart 3

LOMPOC PLANT
INDUSTRIAL HYGIENE CONTROL

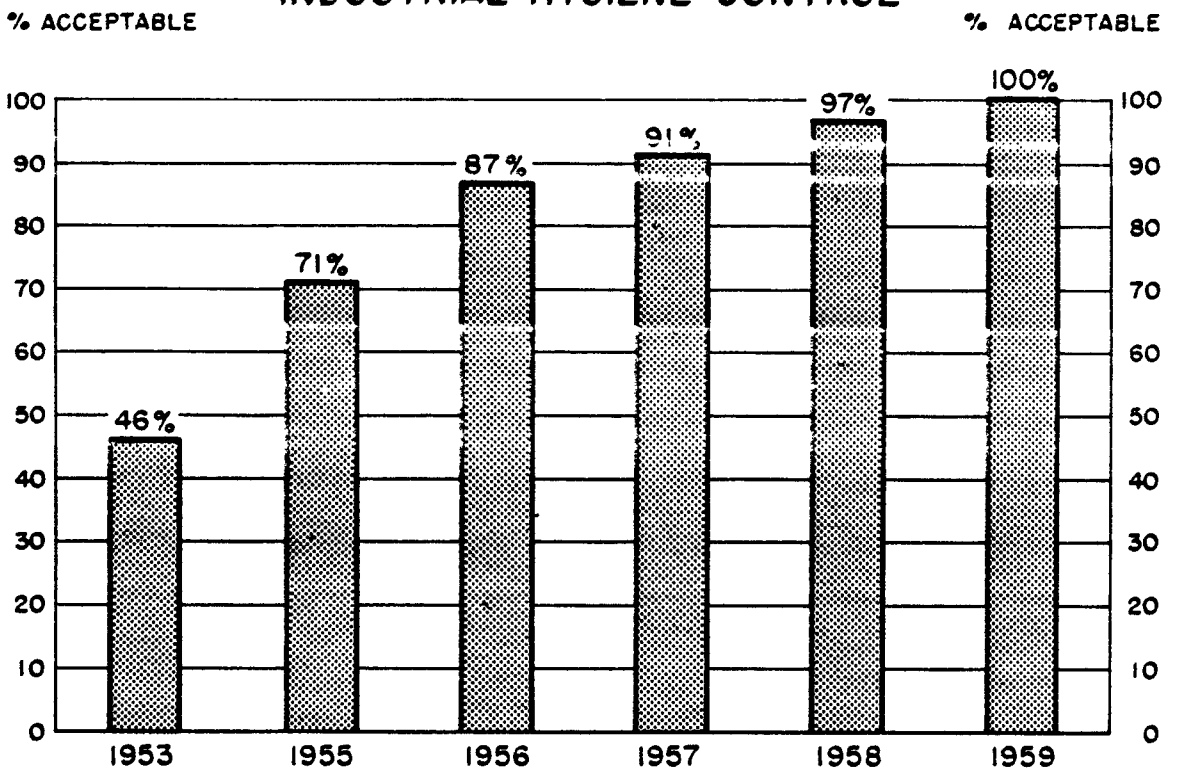
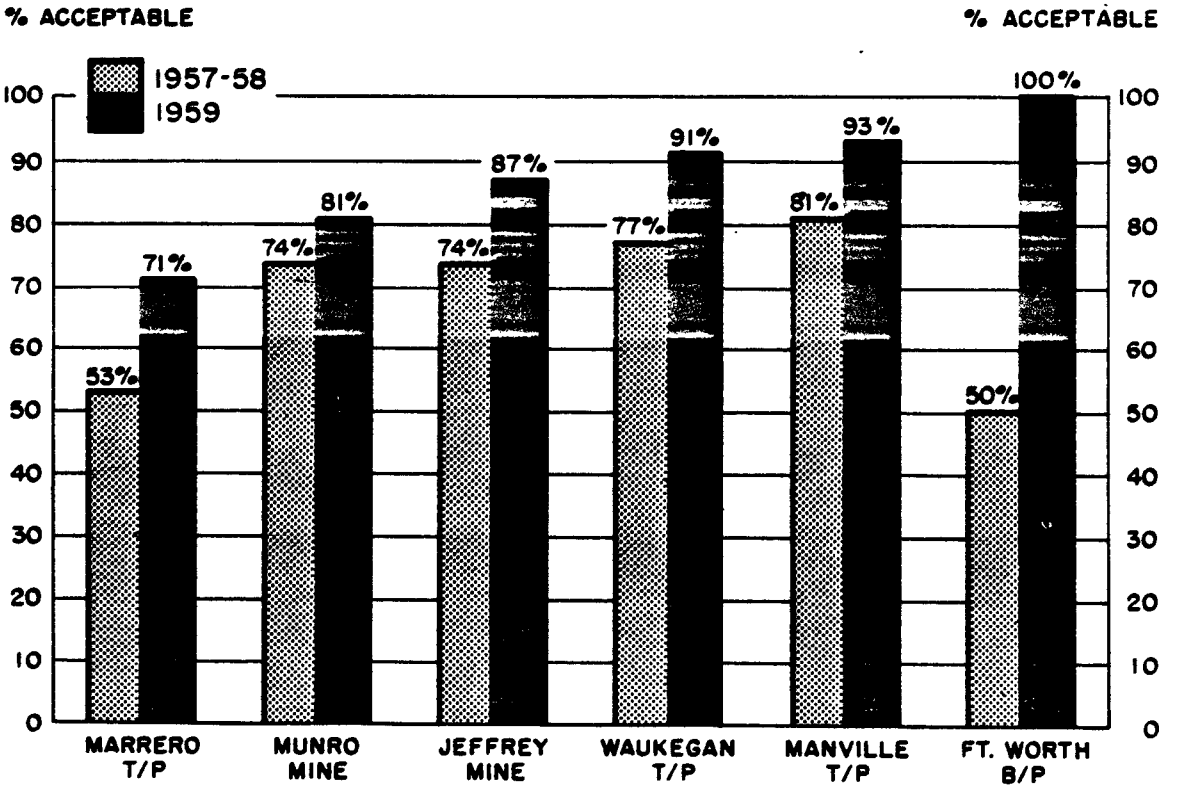


Chart 4

INDUSTRIAL HYGIENE CONTROL



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BOX NUMBER HSE 113

DOCUMENT NUMBER Manual of Standard Practices
Env. Control Standards

Helpful

—Signif

1960 Burnett

increased w c costs

attempts relatively few pat approval

Lompoc 1953-59 work
OK = 46% 100%

no new cases
no progressing grades

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Charts on performance

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