CONFIDENTIAL

April 22, 1968

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On Friday, April 19, at approximately 3:30 p.m., I received a phone call from C. L. Sheckler. Sheckler was calling this location to inform us that he had given the Waukegan plant managers a false sense of security as far as the housekeeping and the environmental control standards at this location.

Quite frankly, he stated that the standards or goal posts for environmental control and housekeeping have been changed since C. B. Burnett's visit to Laurinburg, Savannah and Green Cove Springs. The standards, which he discussed with the plant managers approximately one week ago, are no longer in existence or rather have been modified to the following extent.

Formerly, management was to correct those dust stations which were above maximum standard and secondly, to correct those areas which had visible dust. Starting now, both are to receive equal priority.

Cliff was concerned regarding Industrial Insulations because he had told Stoddard Lane that the Wet End could have an extension of another few months due to the fact that an extruder process would be introduced in this area, thereby, eliminating a great deal or many of the housekeeping problems. Cliff said that as of now there is no extension and this area should be cleaned up, the same as any other. In the same regard, he informed Gordon Simmons that a significant improvement was evident in the Packings & Friction Plant in those areas that he had seen from past inspections. He recalls informing Simmons that where there were chips or some type of debris on the floor that this was understandable and it would suffice to clean it up at the end of the shift. This is no longer true in that C. B. Burnett wants some type of device put at all locations where there are any chips, dust or fragments falling on the floor to collect such debris before it hits the floor.

At the Senior Officers Meeting held on Thursday, C. B. Burnett made the following points to the senior officers:

1. The plants do not have the message as far as cleaning up their facilities. Based on his inspection of Laurinburg, Savannah and Green Cove Springs, they have only been doing a minimal job and have not been giving it a maximum of effort.

2. Environmental Control, General Plant Engineering and Industrial Relations are not being forceful enough in insuring that standards are being met and are not projecting the type of clean-up campaign that he wants.

3. No progress had been made as far as the use of vacuum cleaners in the plant. He suggested that the plants not wait until something is developed by GPED but go ahead with their own projects to acquire vacuum cleaners to be used immediately in the plants.

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4. There will be no future sale of jute bags now used to contain fiber. These bags will be bundled and then put in plastic containers. The plastic containers will be sealed and will be put on the dump and will be buried immediately to prevent anyone from coming along and reclaiming the bags while they lay on the dump. Anyone who handles asbestos fiber or the bags at any time or place will wear long sleeves, gloves and a respirator regardless of the dust count at the particular location.

5. When fiber is packaged in paper bags, the paper bags will be handled exactly the same as the jute bags with the exception that where paper bags are used in the Paper Mill, they will be put in the plastic bags and transported to the Paper Mill in the plastic bags. The plastic bags will then be split open and the paper will be used in the paper making process as required. If the paper bags are not going to be used in the Paper Mill, then they will be handled exactly the same as the jute bags.

6. There will be no re-use of jute bags within Johns-Manville by any division or location.

7. Regarding fiber inventories, the fiber inventories will be vacuum cleaned periodically. Mr. Burnett wants to see no visible fiber laying on top of the bags nor in the aisles or any place within the various warehouses. There will be a turnover of fiber within the warehouse itself, in other words, no fiber will be left for prolonged periods of time but will be used on a periodic basis to insure that there is a turnover of fiber coming in and out of the warehouse. Wherever fiber is stored, there will also be corner protectors used so that when a vehicle or person hits a corner of a stack of fiber, it will not break open.

8. He also informed the senior officers that he had seen no progress as far as unloading is concerned in terms of ventilation in the box cars, etc. When a box car door is opened and the box car contains fiber, if there is any loose, visible fiber on the floor or on the bags as the door is opened, this fiber will be vacuumed up. As bags of fiber are unloaded either individually or on pallets, if there is loose fiber on the bags, this loose fiber will be vacuumed prior to the bags or pallets leaving the box car. Once pallets have been used and prior to re-use they will be washed clean of any fiber. Once the box car has been emptied and there is fiber on the floor of the box car, they will be vacuumed clean. As stated before, all unloaders will wear respirators, long sleeves, gloves regardless of the dust count.

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9. He stated that there had been no innovations by the plants as far as a fiber feed method. He stated they should not wait for GPED but should go ahead with their own innovations in this area. At Green Cove Springs, it was suggested that a hot house approach to the handling of fiber be used. In other words, the fiber feed area be encased with a plastic material, arm holes in the plastic material through which the man would stick his arms, cut open the bag of fiber and then dump the fiber within this hot house arrangement.

10. As previously mentioned, C. B. Burnett wants to see no spillage of any type on the floor, at pipe lathes, drill presses, etc. He was very disturbed at the amount of chips which were found at the Universal Lathes at Transite Pipe Plants and wanted this eliminated immediately.

11. At Savannah, he described the Coating Section as an absolute mess. He wants to see nothing on the floor in terms of granules, coating, etc. At the meeting, he queried A. C. Smith as to whether this was the condition throughout all the plants and Smith replied that all Coating Sections were pretty much the same. He stated he wanted them all cleaned up.

12. He stated that the over-head areas of plants needed cleaning and painting. At least the ones he was in over this past week. He wanted AR's submitted immediately for any plant which needed cleaning of over-head steel work and/or painting. At the present time he was not aware of any AR's which had been submitted for this purpose.

13. Effective immediately no area will use Transite Pipe scrap for paving purposes. If existing areas have Transite Pipe being used for road surfaces or storage area surfaces, they are to be covered with another material or removed.

14. Comment - in receiving this information as stated above from C. L. Sheckler on this date, I have no way of determining the extend of any exaggeration in it or if there was emphasis put down more in one area as opposed other points. I, therefore, suggest that each of you, after reviewing this list, check with your various responsibility heads, at division level, to get clarification or at least your division's understanding of the various points. After you have received this information, I suggest that we sit down as a group and discuss what unified action we can take in the various areas and what priorities we will put on the various action to be taken. At this meeting I would also suggest that Mike Sivetts be present since, obviously, Purchasing is going to be involved in many aspects of this program.

C. W. Hite

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