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INDUSTRIAL RELATIONS CONFERENCE JANUARY 10-14 1966 "INDUSTRIAL RELATIONS, SAFETY & MEDICAL" PHOENIX, ARIZONA NO-367-A13 JSZ0711

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INDUSTRIAL RELATIONS CONFERENCE

PHOENIX, ARIZONA

JANUARY 10-14 1966

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INDUSTRIAL RELATIONS CONFERENCE, JANUARY 10-14, 1966, SAFETY + MEDICAL 1966, NB-367-A12, JSZ071

INDUSTRIAL RELATIONS CONFERENCE

PHOENIX, ARIZONA JANUARY 10-14, 1966

PARTICIPANTS

J. R. Allen - DHQ
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R. A. Anderson - Chillicothe
C. L. Antonson - Manville
F. M. Armstrong - GHQ
H. M. Ball - GHQ
J. Barnett, Jr. - Cleburne
N. V. Becker - Joliet
W. R. Besimer - Chillicothe
O. L. Binder - Rockdale
J. C. Bradley - GHQ
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D. C. Brown - Defiance
A. W. Buechner - Savannah
C. B. Burnett - GHQ
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R. W. Cheatham - Finderne
P. R. Clarke - Jarratt
W. R. Clayton - Chicago
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B. J. Coleman - Waterville
H. T. Cripe - Richmond
J. G. Cullen - GHQ
C. J. DeBiase - Manville
G. E. DeLong - Green Cove Springs
R. W. Dobson - Penbryn
T. H. Eaton - GHQ
G. C. Eggleston - Denison
H. P. Eller - Penbryn
H. Engel - Manville
W. F. Fischer - Manville
H. Frame - Parkersburg
R. G. Frederick - Zelienople
J. M. Gadway - Pittsburg
B. Gilbertson - Long Beach
J. E. Gilmore - Stockton
J. Giroux - Marrero
R. Goodman - Advocate
E. Govoni - Billerica
N. J. Gray - Waukegan
E. Greene - Waukegan
L. S. Greene - Laurinburg
R. B. Gresham - Jeffrey
C. H. Grote - Manville
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P. M. Herbst - Cleveland
J. E. Hesse - Green Cove Springs
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C. W. Hite - GHQ
K. W. Horn - Cleburne
R. M. Hutchison - Franklin
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H. M. Jackson - GHQ
M. B. Jamin - Finderne
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R. I. Kerkhoff - Natchez
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S. Lane, Jr. - Waukegan
W. W. Lanigan - GHQ
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R. L. Lewis - Alexandria
R. E. Loeffler - Defiance
W. Lohuis - Lompoc
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T. J. Reed - Natchez
S. Reynolds - Manville
R. E.Robinson - Zelienople
J. A. Roe - Los Angeles
W. L. Ruff - Pittsburg
J. A. Rust - Corona
B. L. Schoolcraft - Defiance
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C. L. Sheckler - GHQ
W. C. Seeds - North Brunswick
G. R. Simmons - Waukegan
K. H. Slater - Manville
I. H. Sloane - Toronto
A. C. Smith - Finderne
E. K. Smith - GHQ
K. W. Smith - GHQ
John Smith - North Bay
H. Snyder - Richmond

C. L. Stake - DHQ
W. R. Stone - Savannah
S. E. Stumpf - Marrero
G. L. Swallow - Jarratt
C. E. Tharp - Richmond
D. R. Thomas - Stockton
U. D. Torrance - Finderne
A. J. Trepanier - Waterville
E. C. Truax - Billerica
G. V. Venrick - Fort Worth
J. A. Vermeulen - Finderne
G. A. Wall - Finderne
R. E. Warrick - Parkersburg
J. F. Weil - New Orleans
K. J. Whalen - DHQ
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INDUSTRIAL RELATIONS CONFERENCE SANDABET 10-14 1966 "SAFETY + MEDICAL 1966" ARIZONA NO-367-AR2 JSZ0711

DISCUSSION GROUPS FOR THE INDUSTRIAL RELATIONS MEETING, JANUARY 10-14, 1966

GROUP # 1

*G. L. Simmons - Waukegan
J. D. Anderson - Waukegan
R. W. Cheetham - Finderne
C. J. DeBiase - Manville
W. F. Fischer - Manville
B. G. Gilbertson - Long Beach
J. L. Miller - Waukegan
J. W. Miles - Marrero
E. A. Paddock - Long Beach
S. Reynolds - Manville
S. E. Stumpf - Marrero

GROUP # 2

*K. H. Slater - Manville
C. L. Antonson - Manville
H. Engel - Manville
N. J. Gray - Waukegan
E. Greene - Waukegan
C. H. Grote - Manville
A. Harris - Long Beach
C. L. Hite - Marrero
S. Lane, Jr. - Waukegan
J. Parks - Manville

GROUP # 3

*R. L. Lewis - Alexandria
R. A. Anderson - Chillicothe
N. V. Becker - Joliet
H. Frame - Parkersburg
R. G. Frederick - Zelienople
J. E. Hesse - Green Cove
K. W. Horn - Cleburne
F. A. Morgan - Natchez
J. A. Rust - Corona
R. M. Hutchison - Franklin

GROUP # 4

*L. E. Inguagiato - Marrero
W. R. Besimer - Chillicothe
P. D. Burnum - Defiance
J. M. Gadway - Pittsburg
L. S. Greene - Laurinburg
R. W. Lane, Jr. - Marshville
E. T. Legge - No. Brunswick
J. E. Pickering - Rockdale
T. J. Reed - Natchez
R. E. Warrick - Parkersburg

GROUP # 5

*R. R. Nicodemus - Chicago
D. C. Brown - Defiance
P. R. Clarke - Jarratt
H. T. Cripe - Richmond
W. G. Landry - Corona
W. Lohuis - Lompoc
J. D. Lowry - Toronto
R. E. Robinson-Zelienople
H. Snyder - Richmond
J. F. Weil - New Orleans

GROUP # 6

*W. L. Ruff - Pittsburg
J. Barnett, Jr. - Cleburne
C. J. Breudigam - Cleveland
A. W. Buechner - Savannah
J. E. Gilmore - Stockton
R. E. Loeffler - Defiance
R. C. McKay - Nashua
J. A. Roe - Los Angeles
C. R. Wikel - Hayward
G. E. DeLong - Green Cove
R. I. Kerkhoff - Natchez

GROUP # 7

*D. R. Thomas - Stockton
C. V. Cleaver - Alexandria
J. Giroux - Marrero
P. M. Herbst - Cleveland
J. M. Joyce - Melamite
C. F. Luquer - Houston
R. D. Newcomb - Lompoc
B. L. Schoolcraft - Defiance
I. H. Sloane - Toronto
W. O. Wilkinson - Tilton
R. Goodman - Advocate

GROUP # 8

*C. E. Tharp - Richmond
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M. S. Burton - Denison
B. J. Coleman - Waterville
R. W. Dobson - Penbryn
E. Govoni - Billerica
M. B. Hickelson - Antonito
L. L. Rasmussen - Pittsburg
W. C. Seeds - No. Brunswick
W. R. Stone - Savannah

GROUP # 9

*G. L. Swallow - Jarratt
F. G. Brandon - Hayward
H. P. Eller - Penbryn
J. C. Jones - Los Angeles
J. E. Morrison - Asbestos
R. B. Proctor - Billerica
G. G. Schuknecht - Lompoc
G. V. Venrick - Fort Worth
R. Winkworth - Toronto

GROUP # 10

*A. J. Trepanier - Waterville
G. C. Eggleston - Denison
W. R. Clayton - Chicago
R. B. Gresham - Jeffrey
F. C. McLaughlin - Fort Worth
W. L. Miltimore - Madison
J. M. Pringle - North Bay
E. C. Truax - Billerica & Nashua
W. A. Young - North Bay
John Smith - North Bay

* Conference Leaders

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INDUSTRIAL RELATIONS CONFERENCE RECORDS SAFETY & MEDICAL 1966 "

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INDUSTRIAL RELATIONS CONFERENCE HELD AT SAN DIEGO, 10-14 1966 "SAFETY & MEDICAL 1966"
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HEALTH PROJECTS

Kenneth W. Smith, M.D.

All of you are aware that internally in Johns-Manville we have numerous potential health hazards. We are endeavoring to help you to identify these problem areas and to solve them. I would like to digress for a moment to explain exactly what the function of my office is. We have a staff responsibility which is advisory and definitely not supervisory. When a policy concerning health matters has been adopted by the corporation it is the responsibility of Cliff Sheckler and myself to recommend standards and procedures which we believe will be in the best interest of our employees and the Company. Whether or not these standards and procedures are followed is the responsibility of production in our various divisions. We have absolutely no responsibility for policing any standards. There is no question whatsoever that under certain circumstances standards must be bypassed because of certain special problems. The authority to deviate from a recommended standard rests with the division and not in my office.

I have mentioned that we have recognized internal health problems. My chief concern today on this program is to tell you briefly of some of the external health problems which are facing us and what we are doing about them.

The foremost among these problems is the widespread adverse publicity given to the use of asbestos fiber and its connection with cancer. The use of asbestos fiber is very important to the economy of Johns-Manville. You all know that in the fall of 1964, there was considerable publicity throughout this country and in foreign lands reporting on the alleged serious effects of inhalation of asbestos. A new type of cancer was ascribed to the use of this fiber. Various maladies common to everyday living also were said to be caused by asbestos. The original report was inaccurate. However, because it was news-worthy at the time, it received country-wide and international attention. Let me tell you what we are doing to find out more about this alleged association of cancer and the asbestos fiber.

In 1961, anticipating trouble, I went to Washington and assisted the United States Public Health Service in developing a health survey of the asbestos industry in this country. This was done with the full consent of the Senior Officers of our corporation. An initial survey of the textile part of the asbestos industry has been completed. Now the survey is entering the asbestos cement products part of the industry.

Several of you already have seen some of the Public Health Service teams of scientists and technicians. Others of you will see more of them in your plants in the future. Let me assure you that these surveys will not disrupt your production schedules or upset your employee relations. It is our corporate policy to cooperate with this federal agency. All plant surveys will be planned and coordinated through my office and all plans will be made at your convenience.

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Johns-Manville through our Jeffrey Mine is the major participant in Asbestos Mining Association. Early in 1965, this association consic foundation of a health research institute in Montreal. Last summer request of Mr. Burnett, I spent several weeks traveling all through studying the operation of various industrial clinics and research i On my return I reported to the Company and definite plans were made this Quebec Asbestos Mining Research Institute of Environmental Hea

This organization will collect and disseminate all kinds of inform cerning the use and the health aspects of the asbestos fiber. This is vitally important for us and it is not available in any one cen else in the world today.

There is also another phase of our external activities concerning asbestos. Last year I was appointed the only North American repr industry to the International Union Against Cancer. Last Septemb to Europe to attend the annual meeting of this cancer society. A important results of the meeting was the establishment of the ban types of asbestos fiber from all over the world. The physical ar characteristics of the fibers will be documented and the bank mai South Africa. Any investigator wishing to study the biological asbestos fiber can draw upon this bank.

Through association with this cancer society I shall be able to reports on the association of asbestos and cancer. Whenever sig information is developed it will be passed on to you.

In closing let me reassure you concerning the alleged associati asbestos. Nowhere in Johns-Manville have I seen any concrete e this association does exist.

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"INDUSTRIAL RELATIONS CONFERENCE REPORTS JANUARY 10-11 1966" "SAFETY + MEDICAL 1966" MB-367-A12

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CONFERENCE LEADERS' REPORTS

Working Conditions and Employee Attitudes

Group #1 - G. L. Simmons

1. We have poor working conditions for these reasons:

   a. Lack of funds.

   b. Low priority of working conditions improvements.

   c. Lack of engineering and engineering know-how.

   Comment - Question that if we cannot spend money to correct adverse working conditions, we should not make the products.

   - Introduction of new products and changes in operations should not be made unless the appropriations include necessary money for working conditions.

2. We have more than adequate standards, but they are academic and not practical.

3. Working conditions are affected by profits and they should be.

4. If we strive to improve and correct working conditions, we can prevent the spread of harassment.

5. Substandard working conditions affect quality, turnover, labor unrest, production costs, etc. To what degree, we do not know.

   Comment - Research product proposals should not include toxic materials. Should be eliminated prior to introduction in plant if possible.

   - Ear muffs should be only a temporary expedient. We should concentrate on engineering improvement, but we don't have the skills.

   - Requirement of ear muffs for visitors should be left to plant management discretion.

Group #2 - K. H. Slater

We are creating and have adverse working conditions for these reasons:

- Lack of know-how to correct bad situations.
- Failure to provide necessary facilities in new installations.
- Failure to recognize the effect of small changes in the plant. One case was cited of a move in another division having a relationship to a fatality in a neighboring division's plant.

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- Lack of approval of appropriation requests.

- Lack of proper plant organization.

Recommend:

1. A look at whole or complete plan of new installations for working conditions approval.

2. A plant review of any methods or equipment changes at the plant for working condition approval. An I.E. study with each appropriation request or incentive study application.

3. A task force approach with the use of I.E. or similar staff groups rather than line organization when breakthroughs are necessary.

4. Use department contests to aid in control of conditions involving all personnel--housekeeping or accident prevention.

5. A better marriage of GPED and plant on project work.

6. Experts on noise, sound and dust from outside GPED.

7. Prompt disposal of appropriations concerning working conditions outside the normal channels, similar to fire prevention program.

8. A complete review of IH-700 with a dry run in a plant before issuing.

9. New color suggestions.

10. New plant floor covering suggestions.

11. Use attractive J-M materials in offices visited by outsiders.

12. Clear up confusion on visitors wearing eyeglasses and ear muffs when plant personnel do not.

Group #3 - R. L. Lewis

We have and are creating adverse working conditions.

For example: Duplication of manufacturing conditions and processes have been made since building the Penbryn Plant without any change or improvements.

We ask -- Why, after being given the charge at Absecon to build in safety in working conditions, are we duplicating our problems?

We think because of:

Lack of engineering effort.
Lack of division and GHQ support.
Exceeding facility limits within existing plants.

Industrial Relations Conference January 10-11 1966 "Safety + Medical 1966" Nevada AB-367-AIR JSZ0711

Dr. Kenneth W. Smith's "Health Projects" Talk at the Johns-Manville Industrial Relations Conference (1966) Published by AsbestosClaims.Law
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Substandard working conditions have had these effects:

Created turnover.
Caused employees leaving J-M to be unemployable by other companies.

Statement: We have created adverse safety and working conditions by setting certain standards, without the recommendations on HOW to correct or the MONEY and technical know-how to do it.

Group #4 - L. E. Inguagiato

All felt that we have and are creating adverse working conditions.

The reasons are:

1. Production requirements take preference, also exceeding capacity.
2. Additions to existing processes.
3. Additions of new raw materials.
4. Takes too long for GPED to design proper equipment.
5. Hard to get Appropriation Requests approved at Division and top levels.
6. New operations or changes in operations are expedited at minimum expenditures with thoughts of later correction of substandard conditions.

All agreed that substandard working conditions have an adverse effect on quality, labor, turnover, production costs and labor unrest.

Cannot assess a dollar value.

Adequate standards - Too many.

Group #5 - R. R. Nicodemus

1. Do we have adverse working conditions?
   a. All nine plants admitted having some adverse working conditions.
   b. Most of the plants agreed that usually when new machines or processes are installed, adverse working conditions are created.
2. Why?--Insufficient engineering attention being given to good working conditions, equally important is the reluctance to spend money to provide good working conditions.

   The group felt that the chief reason was the fact that it is far more difficult to measure the costs resulting from adverse working conditions.

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INDUSTRIAL RELATIONS CONFERENCE HELD JANUARY 10-14 1966 "SAFETY & MEDICAL 1966" AB-367-AIR

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Another detriment is lack of engineering talent available. Noise abatement is example.

3. The group was unanimous in the belief that our standards are high enough, and, in some cases, too high.

4. Group said, "No."

5. Group felt substandard working conditions almost always have an effect on quality, because of this they also affect production costs. Substandard conditions have a far greater effect on the younger employees than they do on older employees. People with long service many times have grown up with the conditions and are accustomed to what we have--younger employees will just not become accustomed to it. Turnover and labor unrest do result among the younger generation.

   For this reason, it was unanimously agreed we've got to do a better job of improving working conditions.

Group #6 - W. L. Ruff

We most emphatically agree that we all presently have adverse and substandard working conditions.

To name a few, and some of the reasons:

1. Antiquated buildings.
2. Antiquated equipment.
3. Improperly engineered new equipment.
4. Lack of advice on how to handle toxic materials.
5. Lack of funds appropriated for correcting substandard conditions.
6. Crisis planning.
7. Past lack of emphasis on correcting problems, i.e., more action and less lip service.

Relative to the effects of substandard working conditions on quality, labor turnover, labor unrest and production costs, there is no question but that these items are adversely affected.

With respect to our present IH standards, many are adequate, while some are impractical.

Where poor conditions exist, we should ourselves take immediate action to correct substandard conditions rather than allow the union to force the issue.

Low profitability at a location should not be a deterrent to correcting adverse conditions.

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INDUSTRIAL RELATIONS CONFERENCE MEETING JANUARY 18-19 1966 "SAFETY & MEDICAL 1966"

AE-367-A12

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Group #7 - D. R. Thomas

1. Adverse working conditions.

   a. Noise - all plants.
   b. Dust - some.
   c. General housekeeping.
   d. Heat.
   e. Cold.
   f. Inadequate facilities:
      Locker rooms.
      Drinking fountain.
      Toilets.
      Parking lots.
      Office space.
   g. Frustration - poor maintenance - location of plants.

2. Why?

   a. Some supervisors do not recognize the far-reaching effects of a discontented, unhappy employee.

   b. Unwilling or unable to make expenditures.

   c. Insufficient funds in original appropriation to do necessary job.

   d. Crash programs to get in new markets or increase capacity.

   e. J-M not using their full line of materials to correct.

   f. Unrealistic budgets for cleaning and maintenance.

3. Recommendations:

   a. Maintain a plant housekeeping and maintenance program and provide necessary budgets.

   b. More ways and means from GPED to reduce noise and provide dust collection.

   c. Education and communication at plant level to inform salary personnel of company and division standards and practices.

   d. Review standards for office space and facilities, including toilet facilities and locker rooms.

   e. Maintain in GPED necessary specialists to attack these problems.

   f. Maintain sufficient design personnel at plants.

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Group #8 - C. E. Tharp

Do we have adverse working conditions?

Yes - Unanimous.

What are we doing to overcome them?

Lead fumes - installing recommended safeguards. Plant having trouble getting basic information on scope of problem.

Noise - sound absorbing materials used. No engineering help available. Ear muffs are used.

Safety hazards - being engineered and corrected at the plant level.

Dust - dust collectors. Respirator must be used. Need additional engineering on this problem.

Congestion - warehouse, lunch room, parking lots, offices. Safety problems -- try to get more space.

Water - keep clean as possible. Need engineering help.

Are we creating adverse working conditions?

Yes - New plants and equipment are under-designed for good working conditions.

Industry should pressure machine vendors to build in noise control in their equipment.

Changes and additions to present plants and equipment need more consideration to working conditions.

We refuse to spend the money, in many cases, to do the job right at the start.

What effect do substandard working conditions have on quality, labor turnover, unrest, production costs?

Labor turnover.
Poor employee attitude and gripes.
High costs.
Poor quality products getting into the field.

Group #9 - G. L. Swallow

We are creating adverse working conditions.

1. New construction on new product lines.

Industrial Relations Conference January 18-19 1966 Safety & Medical
AD-367-A13
JSZ0711

Dr. Kenneth W. Smith's "Health Projects" Talk at the Johns-Manville Industrial Relations Conference (1966)
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2. Modification to existing equipment.

3. Changes in methods.

4. Changes in materials.

Do substandard working conditions affect the following unfavorably?

1. Quality - yes.

2. Labor turnover - yes.

3. Labor unrest - yes.

4. Production costs - yes.

The group has specific examples of each of these points at their plants.

To stop spread of harassment:

- keep our house in order.
- improve human relations in handling present claims.
- keep informed on liberalization of laws and take positive action opposing changes to detriment of company.

Should we have full-time people to study and controvert unfavorable statements concerning health conditions?

Higher management decision.

Group #10 - A. J. Trepanier

1. Do we have or are we creating adverse working conditions? Why?

   Yes, but in direct relationship to type of product manufactured. We must differentiate between unpleasant conditions and those that adversely affect health. We have several unpleasant conditions that are not necessarily a health hazard for which money to correct is not readily available.

2. What effect do substandard working conditions have on quality, labor turnover, labor unrest, production costs?

   To a degree--where a comparison of conditions in a neighboring plant might be possible.

3. Do we have accurate standards?

   They appear to be relative, not absolute and subject to interpretation in regard to housekeeping.

   With regard to dust, noise and other standards, they are measurable and appear to be accurate.

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4. Do we relate conditions to profit?

   Yes, in most cases.

5. Where do hourly people take their gripes?

   To foremen, stewards, other employees.

6. Where do salaried employees take their gripes?

   To washrooms, coffee breaks, supervisors, some to top level.

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