CONFIDENTIAL

May 11, 1966

C. W. Hite

cc: H. M. Jackson

OBSERVATIONS AND RECOMMENDATIONS
JOE GOLDFIELD'S LETTER 3/21/66

Observations:

1. We currently have continual day by day consultations with Division Managers and Production Managers in respect to Health, Safety, Housekeeping, Industrial Hygiene and Workmen's Compensation. There is seldom a single day that CLS does not have contact with several of these people. We get attention to the subjects and excellent cooperation. This type of association with our "higher echelon" is much more beneficial than a formal committee approach. In my association with other corporations, Mr. Burnett is far more aggressive, alert and responsive to executing health and safety measure than any other company chief executive officer.

2. For as long as I have been connected with this health work, J-M has been a leader in industry and joined with other major corporations to study and evaluate health problems. We are currently engaged in studies with the following:

   a. American Asbestos Textile Corp.
   b. Raybestos Manhattan
   c. Tallman - McCluskey Fabrics
   d. United States Rubber Co.
   e. Asbestos Corporation Ltd.
   f. Bell Asbestos Mines Ltd.
   g. British Belting & Asbestos Ltd.
   h. Cape Asbestos Company
   i. Cassiar Asbestos Company
   j. English Asbestos Company Ltd.
   k. Lake Asbestos of Quebec Ltd.
   l. Societe Anonyne Francaise Du Ferodo
   m. Turner Brothers Asbestos Co., Ltd.
   n. Pittsburgh Plate Glass Co.
   o. Owens Corning Glass Co.
   p. Ruberoid Corp.
   q. Flintkote Corp.
   r. Certain-Teed Products Corp.
   s. General Motors Corp.
   t. Ford Motor Corp.
   u. Int'l Harvester Corp.
   v. Union Carbide Corp.

   * Note: The above contacts are at GHQ level, we have numerous others at plant levels.

In addition, we are actively engaged in research and studies with the following:

   a. United States Public Health Service

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b. Industrial Hygiene Foundation of America
c. Industrial Hygiene Association
d. Asbestos Textile Institute
e. Asphalt Roofing Industry Assoc.
f. Quebec Mining Assoc.
g. International Congress on Occupational Health
h. National Insulation Manufacturers Assoc.
i. Insulation Contractors Assoc.
& and many others far too numerous to name.

3. It is my opinion that the position of a medical doctor in a corporation can be best served and implemented if he should be a "passive one". He is a professional person dealing on a doctor-to-doctor level and with other medical and scientific people. When "street fighting" is required, it is the responsibility of CLS. We do our share of it both within the Company and outside. We do it quietly and with as little publicity as possible. Battles are won by strategy not loud noises.

4. General Engineering and specifically J. Goldfield had the responsibility for Industrial Hygiene work when I first began health work about 1952. This was changed when the first I.H. lab was started at Manville. Since that time 4 I. H. Labs have been established in J-M equipped with the most modern instruments, they service plants on an organized basis with regularly scheduled surveys. They are manned by competent personnel with specialized training at the U.S.P.H.S. labs in Cincinnati. CLS administer the program. It has been accepted by every Division and has been helpful in evaluating dust/fume/vapor/noise and other abatement programs.

5. Ed Wolfe, C. L. Stoke, C. Debiase and W. Atkinson has been working with Research on these projects for several years. The Asbestos Textile Ind. Assoc. has also been engaged in this work. There has been a major reduction in dust in textiles over the past 5 years. This can be readily appreciated by reviewing the Industrial Hygiene dust records. There is certainly always room for further improvement.

6. It is my opinion that J-M top management meet challenges realistically. I do not understand this statement.

7. Certainly this is not true. Let's first determine how "dangerous" asbestos really is. Since we have controlled dust to within the required standards of 5.0 MPPCF, we have not seen new cases of pulmonary changes. Where will we be, employee relation-wise, if the "panic button" is pressed unnecessarily?

8. This is a production problem - no comment.

Recommendations:

1. We currently have Mr. Burnett directing Health, Safety and related problems in conjunction with other line management activities. This is a line function and should remain one. I see no need or benefit from a separate committee.

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2. Health, Safety and Housekeeping Committees are currently operating at every plant location. This is prescribed in the I. H. Standard Practices Manual.

3. This is currently being done and has been in operation since 1961. A.T.I., I.H.F., QAMA, and others.

4. This is being done. Suggest review of I.H. Std. Practices Manual which explains procedures in detail. In addition, Mat Jamine, DPE is receiving copies of each Industrial Hygiene letter written by CLS on all I. H. surveys.

5. We have been engaged in this work with the United States Public Health Service, Industrial Hygiene Foundation, University of Pittsburgh's School of Environmental Health and others since 1961.

6-7-8-9 No comment.

Chuck, needless to say this letter has annoyed me. I welcome any comments, suggestions and criticisms without question because this a complex problem and we can always learn something new.

The Goldfield letter, however, was written without any knowledge or background as to what we, as a company, are presently doing. He did not discuss this with us before visiting Europe nor did he get background by reading and reviewing our objectives and achievements in respect to Health and Safety.

I am concerned with the impressions that were left with the companies visited by Mr. Goldfield. With the apparent lack of knowledge concerning our health program and organization, discussion could not possibly have been beneficial.

Chuck, I know Joe Goldfield for years, I am thoroughly convinced these comments were not meant to be malicious criticisms but were actually intended to be constructive. Lack of knowledge and understanding of the subject resulted in this situation.

I strongly recommend that in the future, people speaking for and representing J-M concerning health matters consult us prior to outside discussions. This is especially important in view of the critical situation created by recent adverse cancer publicity.

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