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MINUTES

Industrial Relations Managers' Meeting
Absecon, N. J. December 4 - 9, 1960

JOHNS-MANVILLE
JM
PRODUCTS

FORM 36-2
PRINTED IN U.S.A.

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INDUSTRIAL HEALTH PROGRAM

Kenneth W. Smith, M. D.

There are some people in this room who have attended meetings like this in the past and have heard me outline the policies and practices of our Industrial Health Program. But because of the fact that nearly half the people here never have attended such a meeting, and also because I believe that something good is worthwhile repeating, I am going to review the salient features of our health program once again.

There is one slogan which may seem trite, but which nevertheless is very important and it should be emphasized. It is "Production comes from people". Yes, production, the life blood of any great organization such as ours, comes from human beings, not machines. It comes from people who are physically and mentally alert and healthy. The obvious corollary to this slogan is the necessity for us to keep our people healthy and on the job producing continuously and efficiently.

Our program in J-M to accomplish this is called the Industrial Health Program. I would like you to consider for a moment the idea that this is really a Loss Prevention Program and if we can coin another slogan, I'd like to consider the three big T's in our loss prevention program -- loss of Time, Talent and Treasure.

The loss of Time should be considered as loss both on the job and off the job time. By a loss of time on the job I mean that worker who is present but doing only half a job because of poor health. He may be anaemic, he may have low blood pressure, an insidious disease may be developing. In any event, he has slowed down considerably. He is losing time and production, and it is costing both him and the Company money. We should make every effort through our health program to discover the cause of this "half a man" and help him to restore good health. And remember, off the-job time can be occupational or nonoccupational in origin. No matter what the cause is, there is a loss to the man, to his family, to his community and to the Company. And in addition to all this, we know that this worker's replacement on the job is not as efficient as he was, and this is another loss for us.

Let us consider loss of Talent. Again, this can arise out of occupational or nonoccupational conditions. Think of the efficient and well-trained workers whose talents are lost because of accident or disease. The skilled artisian who loses part of a hand in our machine shop or in his own home workshop exhibits a loss of talent both to himself and to the Company. Don't you think that we should preach off-the-job safety just as much as we preach on-the-job safety? Let us raise our sights to consider the whole man and our efforts to preserve him in this state from all the hazards of twenty-four hours a day.

PRODUCED
JM - 83

Johns-Manville Industrial Relations Managers Meeting Minutes on the Industrial Health Program (1960)
ACL Doc 11621 · Page 2 of 18
Published by AsbestosClaims.Law
asbestosclaims.law/library/11621/2

Let us now consider loss of Treasure. It is perfectly obvious that we are losing Company treasure whenever we have to pay workmen's compensation benefits. We also should consider the tremendous loss of treasure which occurs when a man is absent from work due to nonoccupational conditions, for here the Company is paying a considerable portion of the hospitalization, surgical, medical insurance programs. And remember, for every single day the average worker loses each year because of occupational injury or illness, he loses 10 days for nonoccupational reasons. You will hear more about this later, but let me emphasize at this point that these costs are controllable, and whether or not they are occupational in origin we should make every effort to control this loss of treasure.

To help you understand my concern over the effectiveness of our health program, and also to emphasize the necessity for continuing day by day efforts on your behalf to control these costs, I would like to cover just one subject - Our Accident Frequency Rate and Its Cost - I am going to review with you our experience in the eleven year period of 1949 to 1959. I must emphasize at the beginning that these are accident frequency rates and costs and have nothing to do whatsoever with occupational disease. It is not a picture of our total workmen's compensation costs by any means, but I have chosen the accident frequency and cost because these definitely are controllable. It <u>is</u> possible to eliminate accidents by diligent and constant effort.

First, let us review the average frequency rate for all industry during this eleven year period. There was a reduction in frequency from 10.1 to 6.4, or 56 percent in eleven years. During this same period of time what happened to Johns-Manville's experience? Well, it dropped from 15.7 to 7.3, or 115%. This is a tremendous job. It shows that we were working much better than the average American industry to bring our accident frequency into line.

To emphasize and congratulate you on this excellent job, I want to recall that your exposure to accidents increased during the eleven year period from 24 million man-hours to 33 million man-hours. In essence, while your exposure went up 40%, you decreased the actual frequency 115%. Again, a wonderful job!

But, let us take a look at what happened to our costs. During this eleven year period, our costs rose from $228,000 to $781,000. To emphasize my point let me tell you what this cost of accidents only, and in one single year, means to J-M in terms of sales dollars. Our sales organization had to sell over 4 million dollars' worth of goods to earn enough money to pay the out-of-pocket expenses for 1959 injuries which occurred in the plants.

Now what does this 4 million dollars mean in terms of sales efforts? Well, it would take the combined efforts of all salesmen working for one solid year in one whole sales district of any major division of our Company to sell 4 million dollars worth of our products!

PRODUCED
JM - 83

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Remember these cost figures are for injuries only. Add to these the ever-increasing cost of occupational diseases and sickness - absenteeism and you will see that there is a very great need for you to use all the tools of the health program to lower our cost of doing business. An excellent job has been done but all the time costs are increasing. Why? First of all, accidents do occur, and this should not happen. Secondly, legislation is being promulgated and interpreted which adversely affected our costs. The answer is obvious. We must do everything possible to control these accidents. They simply must not occur. In addition, we must make a greater effort to assist in promulgating proper legislation in the field of workmen's compensation in all of our states.

To prove the point that accident frequency can be lowered, take a look at Jeffrey Mine. This is the most hazardous type of operation that we have: open pit and underground mining. On more than one occasion this mine has won the Vice President's Award for Production Safety. Its accident and disease experience is phenomenally low. We started out several years ago paying a Workmen's Compensation Insurance premium of $6.50 per $100 of payroll. Our competitors still are paying that price. Because of our good experience we were allowed to go on a merit rating system and today we are operating at $.50 per $100 of payroll. If you think that is not money saved, just figure it out, on a payroll of 8 million dollars we saved the difference between $.50 and $6.50. Earlier this year, they won the National Safety Council's Award of Honor for the safest mine in the country, actually this is the best world's record ever established by any mining company operating in association with National Safety Council. Our most hazardous operation, our largest mine, and our safest. I think, gentlemen, this is challenge to all of us. It can be done. It takes a lot of effort, persistent effort - day by day - hour by hour - minute by minute - over a period of years, but we must start if we want to achieve the goal.

Your responsibilities in the Industrial Health Program are outlined in the new Organization Manual sheets. I am not going into detail covering each phase of this description. Rather I would like to emphasize the responsibility for reporting on the application and effectiveness of the program.

You are all aware that it is our policy to require a complete physical examination before a person is hired. We do this to detect any defects which may later become disabilities. Then we must place the man on a job which is within the limits of his mental and physical capacity, train the man to do his job effectively and efficiently, and then see that he produces quality goods at a minimum cost. Then we should have annual physical examinations to audit the man's physical and mental reactions to both his occupational and nonoccupational life.

Let me emphasize, however, that the mere performance of the examination is of little value. We must obtain from the examining doctor an opinion concerning the ability of the man to work, or the necessity of a work restriction. This can be valuable only when the physician understands the man's working conditions - so get the doctor into the plant.

PRODUCED
IM - 83

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The second part of the responsibility you will note is to observe methods and conditions of work, to identify toxic materials which might cause illness or injury to employees, and to propose means of control to these hazards. In reality this refers to our accident prevention and industrial hygiene programs.

In order to understand what hazards you may have in the plant from the health point of view, it is absolutely essential that you know what raw materials are being used, and how they are used, where they're used, and which men are exposed to the potentially toxic ones. When you develop your list of raw materials, we in New York are always available for consultation to help you identify toxic ones. But because this list changes and your suppliers change, it is the responsibility of the local Industrial Relations Department to keep the list up to date. We will assist in identifying the toxic ones and evaluating the potential hazard, but it is up to you in your responsibility to maintain this information up to date and evaluate it in terms of disease potential among your employees.

You are well aware of the necessity of guarding machines, hooding dust sources, etc. To emphasize the importance of observing work methods and correcting faults, let me use the so-called industrial back problem as an example. This is a problem common to all plants.

Many of you have heard that pre-employment back x-rays will eliminate your problem. This may be true in a company where a man is hired for a particular job and does not transfer or rotate through various jobs. In this case, a man can be hired with a work restriction against lifting, and can be placed on a suitable job with the knowledge that transfer to a weight-lifting job is impossible. The electronic, communications and some aircraft manufacturing companies hire men for a specific job. Others like J-M hire mostly the laboring type of individual who can advance and transfer to other jobs such as machine operators. We have studied the problem of the low back pain thoroughly for several years and honestly cannot recommend the back x-ray for our type of company.

The x-ray will show only bones and joints - not soft tissue - and 90% of back injuries are to muscles and ligaments. The x-ray will not allow you to predict who will or will not have a back injury. A thorough physical exam will be as useful to you as the x-ray. Make sure that your doctor does a proper exam of the applicant's and employee's back. The answer to the problem lies in the proper design of equipment, the proper arrangement of work facilities, and adequate training of personnel to do their jobs properly.

Industrial Hygiene

In discussing our responsibility in the field of Industrial Hygiene, I would like to emphasize one very important point. The total responsibility for administration of the Industrial Hygiene Program rests with the Industrial Relations Manager.

PRODUCED
JM - 83

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It is true that at certain locations, because it is a matter of convenience, some other responsibility such as the Quality Control unit may be doing the actual sampling and counting in the survey program. However, this must be done only at the direction of the Industrial Relations Manager. He, or his safety engineer or hygienist, must be the one to designate the areas to be sampled for he is the one that has knowledge of the potentially toxic materials and adverse working conditions. He is the one that must supervise the technique of sampling and also the technique of counting the samples.

Finally, it is his sole responsibility to interpret the results of a survey in terms of plant working conditions and areas needing control, for only he is in a position to correlate the results of a hygiene survey and the results of the physical examination of the employee. When he can interpret these two results, he can recommend the need for control to production authorities.

Under no circumstances should the production responsibility in the form of the Quality Control Department or some other department assume the responsibility of the Industrial Relations Department in Industrial Hygiene. They are not equipped nor have they the information to interpret the results of our health program.

Effects on Labor Relations

For some time now you have heard of the great emphasis being placed on the Labor Relations part of your responsibility. Too often, this has come to mean that more attention is being paid to preparation for contracts and negotiations, avoidance of grievances, or following grievance procedure, arbitration, and things like that at the expense of other parts of the Industrial Relations responsibility. Because of this emphasis, I'd like to change to the other side of the coin for a moment. To me, good labor relations is good industrial relations or, in other words, good relationships with employees in all phases of our enterprise. The health program is a very integral part of this.

Let me show you for a moment what a poor health program can do to your labor relations program. Many of you have heard the Lompoc story. Here we mined, milled and shipped diatomaceous earth, a dust which, if improperly handled, could cause a serious pulmonary disease resulting in total disability. We did not have a good operation; it was admittedly dusty; many employees were disabled, but the emphasis was on production and the profit picture. Finally, we had a strike over this dusty situation which was continued for many long months, always with emphasis on the health hazard. The San Francisco, Santa Barbara, Los Angeles newspapers, as well as the Wall Street Journal, carried headlines about the deplorable working conditions in the Johns-Manville Plant at Lompoc, California. I can't emphasize too much the fact that we were placed in a very unenviable position.

PRODUCED
JM - 83

Johns-Manville Industrial Relations Managers Meeting Minutes on the Industrial Health Program (1960)
ACL Doc 11621 · Page 6 of 18
Published by AsbestosClaims.Law
asbestosclaims.law/library/11621/6

Now, to emphasize the labor relations part of this strike and the part that the health program played, I would like to tell you about the January 1952 issue of Search Magazine, the monthly journal of the California Tuberculosis Association. This magazine was circulated throughout California - throughout every state in the Union, throughout Canada, and many parts of the foreign world. The cover shows our Lompoc mines with a stamp "Death By Dust". Inside is a story completely outlining horrible working conditions. Each paragraph is headed by this stamp "Death By Dust".

It should be emphasized that this article in Search Magazine was published before the strike actually started. These poor working conditions did lead to the strike, as well as offer a cause for continuation of the strike. As a matter of fact, working conditions in the plant at the time of the strike were such that the state government imposed a restriction on operations at that location in which we were compelled to clean up the plant and operate according to regulations or close the plant.

Of course, it was exaggerated, but do you think that you can operate a good labor relations program with people reading material such as this, seeing pictures such as this, and then with no communications program, could you sit down and convince the public that Johns-Manville is a good place to work? No! But today, Lompoc has an excellent health program, they have no disease, they have had no new cases of disease developed since we put in our control program in 1953. They are producing more of this dangerous dust than they ever did before, - producing it efficiently - at a reasonable cost.

They are working smarter now - BUT they could have been working smarter in the earlier days with a good health program, and they very definitely might have avoided this costly seven month strike. I think that this might convince you that health program and labor relations program can go hand in hand to develop good employee relations.

Partially Disabled Employees

I would like to discuss for a moment a problem which is common in many of our plants and mines, namely, the partially disabled employee. Basically, we have a recognized Company policy:

1. to provide continued employment consistent with the physical and mental capacity of the employee.

2. to adhere to the principle of appropriate pay for the type and amount of work performed.

The problem can be outlined under three basic headings.

1. This involves the employee who is unable to do 100% of his assigned job. He has a partial disability rating and may be receiving workmen's compensation benefits, but he still is getting the full job rate.

PRODUCED
JM - 83

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2. The employee who is able to do 100% of his job but has a no-dust restriction. The problem is that in this particular plant there are no jobs available which can be considered dust free, and no transfer is possible.

3. Then there is the older employee who is simply slowing down or aging.

I cannot give you a solution for all problem cases in every plant. However. I would like you to consider following this outline when you have the problem.

1. Seriously review the list of jobs which he could perform with his limited capacity -

   a. In all departments
   b. In the whole plant, and
   c. In the total location at multi-division plant.

2. Evaluate the possibility for transfer within the limitations of your local work agreement.

3. Then place him on a job which is suitable for his limitations.

Right here, I would like to emphasize one policy which has been established and which has worked in our Manville Plant for several years. If a man is disabled because of his occupation, the workmen's compensation costs are charged to the operation which caused the disability. Because a person has an occupational disability there should be no bar to his transfer to a different responsibility if he is able to do the job.

Let me give you an example. We have had employees develop asbestosis or silicosis in our Transite Pipe plant. They have been transferred to other responsibilities such as Building Products or our Research Center and have worked usefully for several more years. When disability is finally established and they can work no longer, a workmen's compensation is processed and the cost is charged to the operation which caused the disability, namely, Transite Pipe, and not to the present employer - Building Products or Research. This is an established policy and practice. so there should be no difficulty from this point of view if you are proposing similar transfers.

If no job is available -

present the full facts to the division production manager and the Manager of the Industrial Health Program, GHQ, with the following recommendations -

a. leave of absence if there is a reasonable possibility that a suitable job will be available in the immediate future, say - three or four months.

PRODUCED
JM - 83

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b. If this is impossible, separate the man with consideration being given to all facets of the retirement plan and workmen's compensation benefits.

c. Make a job for the man.

Let me emphasize that these are possible solutions for your problems but you should give full consideration to all the facets and all the aspects of this case before making any final decision.

PRODUCED
JM - 83

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LOSS PREVENTION CONTROL

C. L. Sheckler

A major factor in executing an effective Loss Prevention Program is to control benefit costs. The control of these costs is an Industrial Relations function, along with Line Management responsibility.

The potential saving to J-M of direct out-of-pocket expenses relation to benefit costs such as Workmen's Compensation, Unemployment Compensation, Group Insurance, and Social Benefit Legislation is estimated to be 1 million dollars in 1961.

Effective tools for controlling benefit costs can be found in four major areas as follows:

1. Accident Prevention
2. Disease Prevention
3. Workmen's Compensation
4. Social Benefit Legislation

Accident Prevention

Injuries can be prevented by establishing a definite program of continual, organized coordinated effort directed at specific objectives.

Once the objectives have been clearly defined, the program organization should include participation by all employees directly involved in the operation as well as outside consulting groups, such as specialized service department.

The organization of Departmental Safety Committees; including Safety Inspection subcommittees comprised of a Safety Coordinator (supervisor) and three committeemen (workmen), Maintenance Engineer, Industrial Relations Manager or Safety Engineer, and chaired by the Department Superintendent; has proved to be an exceptionally valuable approach in recognizing and eliminating hazardous conditions. In addition, participation in this type of Safety Committee activity has also provided Accident Prevention education to supervisors and workmen. It has been our experience that best results can be obtained by rotating the personnel on the Safety Inspection subcommittee, the Coordinator on a three month basis and the Committeemen (workers) on a weekly, semi-monthly, or monthly basis depending on operating circumstances.

In order to assure the success of an accident prevention program, all safety recommendations must be given full consideration. Subsequent to the Departmental Safety Committee's determination of action to be taken in reference to Safety recommendations, unsafe conditions, should be corrected as quickly as possible and committee members should be kept informed of progress.

PRODUCED
JM - 83

Johns-Manville Industrial Relations Managers Meeting Minutes on the Industrial Health Program (1960)
ACL Doc 11621 · Page 10 of 18
Published by AsbestosClaims.Law
asbestosclaims.law/library/11621/10

This type of Accident Prevention Program will assist you in establishing a team work task force approach for minimizing or eliminating physical hazards, unsafe conditions, and improper work methods, thereby preventing injury occurrences.

Disease Prevention

There is no question as to the necessity for a Disease Prevention Program whenever the handling of toxic materials and inhalation of dust creates a potential health hazard.

The Disease Prevention Program, like the Accident Prevention Program, requires a coordinated effort by Line Management and supervision along with the Industrial Relations and specialized consulting groups.

An effective approach for the evaluation of dust, fumes, vapors, noise, heat, and effluent problems is the use of a task team committee.

The Plant Manager designates the task team which is comprised of a Methods Engineer, Safety Engineer, Production Superintendent, and Plant or Maintenance Engineer. This group operates in conjunction with the Industrial Hygienist to establish sampling stations as well as taking action to correct conditions.

Proper recognition of a hazard area must be accomplished before suitable control measures can be established. This should be done by executing environmental studies including atmospheric hygiene sampling. Because injurious dusts are microscopic in size, we cannot depend on visual evaluation alone, but must resort to an atmospheric analysis by instrumentation. Air sampling procedures require specific technical training, therefore, the accuracy of the analysis and evaluation of the hazard depends largely upon the skill and training of the technician.

After it has been determined by the Industrial Hygienist that a hazardous atmospheric contamination exists, the task force then initiates action to correct the condition. Re-sampling of the atmosphere should be done after corrective action is taken to determine the efficiency of the corrective measures. Once a station is brought under control, follow up samples are necessary periodically to assure that the atmosphere remains clean.

Also, when a hazardous atmospheric condition is discovered, the location of the hazardous area should be carefully plotted to determine the number and identity of the employees working in the contaminated area. This information should be provided to the plant physician and a thorough check made by the Medical Department in relation to the health status of employees exposed to toxic materials. Extremely close coordination between the Industrial Hygiene and Medical Departments is essential in order to correlate atmospheric survey results with health status.

When evaluating the health status of employees in relation to environmental exposures, thorough investigation of the individual's employment

PRODUCED
JM - 83

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history both during employment with J-M as well as prior employment is necessary. Consideration must be given to all exposures incurred by an employee throughout his entire working history before the present work environment can be evaluated in relation to health status.

Extensive ventilation engineering is not necessarily the solution of atmospheric contamination. It has been our experience at various locations that more than 50% of the hazard problem could be controlled by good housekeeping, better methods of material handling, better maintenance of equipment and machinery, and scheduled procedures for cleaning existing collecting systems.

Workmen's Compensation

The cost of Workmen's Compensation is increasing rapidly and continuously. Our out-of-pocket expense for this benefit for the year of 1959 exceeded 7 hundred thousand dollars.

Whether self-insured and directly responsible for Workmen's Compensation expenditures or insured and indirectly responsible, it is essential that every claim be carefully scruitinized and evaluated.

Basically, there are three types of claims for Workmen's Compensation. First, the bonafide occupational injury arising out of and in the course of employment, resulting in actual permanent disability. Second, the minor injury resulting in little or no functional disability, but with extremely exaggerated subjective complaints. Third, the invalid claim ordinarily filed without notice of accident.

In order to distinquish the valid from the invalid claim, a complete and thorough investigation of the occurrence is essential. This should begin at the time of the injury and be continued until all of the facts are assembled to the satisfaction of the person responsible for making a decision in relation to a Workmen's Compensation expenditure. Investigation information should include the opinion of the Foreman and Supervisor, the description of the occurrence by fellow workers, and an interview with the injured employee, a physical inspection of the scene of the accident, review of the medical records with the plant nurse, plus any additional information available. All investigation information must be documented in detail. Supervisor's Investigation of Accident questions should be specifically and completely answered.

If an investigation indicates that an injury arose out of and in the course of employment, every effort should be made to provide the best possible medical treatment available, in order to return the injured person to a complete working unit. If complete restoration is impossible, we are morally and legally obligated to comply completely and without prejudice with all provisions of the state or provincial Workmen's Compensation laws applicable to each specific case.

If, after thorough investigation, it is your opinion that a Workmen's Compensation claim is invalid, then every possible effort should be made

PRODUCED
JM - 83

Johns-Manville Industrial Relations Managers Meeting Minutes on the Industrial Health Program (1960)
Published by AsbestosClaims.Law
ACL Doc 11621 · Page 12 of 18
asbestosclaims.law/library/11621/12

toward vigorously contesting the matter. In some instances, it may be financially advantageous to settle a specific claim on a nuisance basis; however, settlement of invalid claims on a nuisance basis is not an acceptable practice. Inconsistent settlements, in isolated cases, can easily become extremely expensive if an adverse precedent is established and later becomes routine.

Where permissible, by statute, it is extremely advantageous to discuss Workmen's Compensation with the injured employee and execute settlement directly. Claim settlement via this method must be fair, equitable, and in accord with respective state or provincial Workmen's Compensation laws.

At the time of occurrence, every injury is a potential Workmen's Compensation claim. A scratched finger can develop into a serious infection. All injuries regardless of nature should be reported, treated, and investigated immediately.

There is without doubt an obvious trend of liberalism developing as demonstrated by many recent court decisions related to Workmen's Compensation. We must, therefore, be constantly alert as to the validity of each claim and develop a method of fairly and efficiently handling Workmen's Compensation cases.

Social Benefit Legislation

Social benefit legislation includes Workmen's Compensation, Unemployment Compensation, Social Security, Old Age Insurance, certain forms of taxes, etc.

This is an area in which the financial savings to any one employer is usually rather intangible. This does not mean, however, that tremendous savings cannot be appreciated if Social Benefit Legislation is properly controlled.

Each year the state legislature introduces numerous bills to increase payments directly or indirectly for social benefits. Unemployment and Workmen's Compensation are often used, politically, as a tool for stimulating candidate popularity, thereby obtaining votes. It is common practice in many states to initiate an increase in Unemployment Compensation one year and use that benefit structure to obtain a raise in Workmen's Compensation benefits the following year. This is a step ladder approach used by some legislators for their own personal gain with little interest in the resulting economic disaster.

Many types of pressure by individual groups is brought to bear on certain legislators. Often, as a result of indebtedness, a legislator is committed to act in accordance with group policy rather than in the best interest of the general public.

It is our responsibility to keep informed of state level benefit legislation and take an active part in controlling it. This can be accomplished

PRODUCED
JM - 83

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by working closely with employer organizations such as the Manufacturer's Association, Chamber of Commerce, or Self-Insurer's Association. Committee activities within these groups provide an excellent opportunity to obtain and understand information related to proposed legislation as well as assisting the employer's organization in directing their action effectively.

I do not advocate that each of us should become political experts, but we must be fully aware of future laws that may have an adverse effect on the business climate in which we operate, laws that because of an adverse effect on business may reduce job opportunities and create economic hardship, and laws designed purposely for the benefit of a specific pressure group and contrary to the best interests of all.

Summary

I have very briefly reviewed various areas of Loss Prevention which we can control.

In relation to sales, we must think in terms of a world market rather than a domestic market. This means meeting competition from abroad as well as competition within our own country. There is undoubtedly a limit as to the amount of production costs that can be passed on to the consumer.

One major solution to the problem of meeting competition is to reduce our operating expenses by eliminating unnecessary expenditures.

Again, I would like to emphasize that out-of-pocket expenditures for benefit costs in 1960 were over 8 hundred thousand dollars. The potential savings by controlling benefit costs in 1961 will be 1 million dollars.

Loss Prevention; loss of time, talent and treasure is our responsibility, which, if fully explored, will produce exceptional results of monetary gain as well as overall improved Industrial Relations.

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JM - 83

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Bill Gebhardt: New Brunswick Plant doesn't justify a nurse. How does Dr. Smith feel about having a qualified person in the plant to handle first aid?

Dr. Smith: The only possible answer to this problem is to have a qualified plant person to treat minor first aid cases. However, the personnel doing this treatment are not covered by our Malpractice Insurance as are the doctors and nurses. Our Headquarters' Insurance and Legal Departments have been advised of this situation and will provide some form of protection. In the meantime, all plants should continue treatment of minor first aid cases by nonprofessional personnel. I must emphasize, however, that these people should be thoroughly trained in a course similar to that provided by the American Red Cross.

Jim Bradley: Where do we fight invalid compensation claims - in the courts or in the legislative halls?

Cliff Sheckler: Both. We should contest vigorously in the court any claim which we believe is invalid or unjustified. As I mentioned previously we also should take strong action as a member of an employer group in promoting sound legislation in the state government.

Jim Bradley: There will be a tendency to carry all cases to court if we lose the first one.

Cliff Sheckler: We should use all means to arrive at what we consider a reasonable settlement before going to court. It has been our experience that a strongly contested case will proclaim our stand and thus reduce the number of small nuisance claims in the future.

PRODUCED
JM - 83

Johns-Manville Industrial Relations Managers Meeting Minutes on the Industrial Health Program (1960)
ACL Doc 11621 · Page 15 of 18
Published by AsbestosClaims.Law
asbestosclaims.law/library/11621/15

SAFETY AND INDUSTRIAL HYGIENE

I. H. Sloane

Management today is faced with the realization that society will no longer accept the by-product of industry - crippled workers. Governments influenced by the demands of society have: -

(a) Instituted more rigid inspection.
(b) Strengthened codes dealing with accident prevention.
(c) Increased compensation and disability benefits to the point where only adequate control of industrial disease and accidents will allow us to stay in business.

Apathy in accident or industrial disease prevention is not due to lack of moral economic responsibility by individual managers. In most cases it is due to the inability by supervision to control employee attitudes.

Safety is an abstract thing like loyalty or bravery. The effects of the lack of safety are concrete in the form of injury or damaged equipment. Accident prevention may be made concrete in the same way as production problems:-

1. By analyzing the situtation.
2. By setting up a program.
3. By reviewing and revising the program.

Industrial Relations personnel have no direct control of employees and therefore must influence the people who do supervise employees.

(A) Basis for a Safety Program

Industrial Relations must influence supervisory and management attitudes by:-

1. Analyzing the safety record for each department and for the plant. This will indicate where effort is required.

2. Inspect the work area. Do this on the basis of assistance to the supervisor and not with a view of showing up his poor management. Inspection reports should not go higher than the superintendent unless immediate action is required and co-operation is not forthcoming.

3. Accident investigation. A formal investigation by the superintendent on all serious accidents or "near-misses". It is impossible not to be safety conscious in an accident investigation meeting.

4. Review the Government codes. In addition to state, provincial and municipal codes, study the National Safety Journal Manual and the American Standards Safety Code.

PRODUCED
JM - 83

Johns-Manville Industrial Relations Managers Meeting Minutes on the Industrial Health Program (1960)
ACL Doc 11621 · Page 16 of 18
Published by AsbestosClaims.Law
asbestosclaims.law/library/11621/16

(B) Safety Program

1. Training

The foreman appreciates company interest in making him a better foreman. He should be trained in a systematic way of appraising a job and teaching the correct way to his men. Among the J-M courses available are:-

(a) Job Instruction Training
(b) Job Safety Training
(c) Job Safety Analysis
(d) Supervisory Development

Review the subject of hourly employee training with supervision. Has he reviewed employee practices with his men: - refueling propane trucks, truck driver training, crane operation, etc. Get the foreman to take on a project a month.

Your suppliers will assist you if you ask them. For example, welding concerns give courses in safe use of welding equipment.

2. Industrial Hygiene Committee

Plant hygiene problems are studied by a committee composed of department heads. Responsibilities for recognition and correction of problems are decided upon.

3. Purchasing for safety

Ensure that all products being presently purchased are nontoxic or proper precautions have been taken to take care of hazards. Cooperation by the Purchasing Department and Quality Control keep the list up to date.

4. New Product Lines

Combinations of safe materials may be toxic. Be critical of new processes. If in doubt, check them out.

5. The Plant Doctor

He can only do his job if he is kept informed. Provide information of work environment prior to employee examination. Discuss hygiene problems with him. There must be a close liaison.

(C) Keeping Interest in the Program

1. Advertise

Keep accident prevention in front of everyone at every possible chance - at meetings, in the local paper, on bulletin boards.

2. Celebrate the achievement of goals

When employees get "caught up" in the job of maintaining a good record, they will do a lot to keep it going. When you reach objectives, tell everyone about it.

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3. Safety Prize
Originality of schemes are important. Make the presentation of prizes a personal thing by having them presented by the superintendent or manager.

4. Publicity
If you have a bad accident tell everyone the details. There will be a story going around the plant or community anyway. Make sure it is correct.

5. Displays
If kept fresh, they do a lot to maintain interest. If not fresh, the program will lose respect.

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