Manville Industrial Insulations Plant
May 10, 1963

Internal Audit Report Dated 5/3/63
Explanation of Deviations

Autoclave Crews

Item #1 - To be corrected

The handling allowance and element of "wait to remove sheets" total 2% of the "unload, travel, and load" operation. It is not a Manville Plant policy to revise incentive standards until methods changes total 5%. A complete audit of autoclaving and truck handling standards is scheduled for June tenth. If standards revisions are in order at that time, elements not performed will be eliminated.

Item #4 - To be corrected

As a result of Thermotector assortment on the molders, the number of full dryer trucks produced per shift can fluctuate from 50 to 150. This factor effects both dryer truck handling and autoclave loading and shows that intermittent time is available even if not available during periods of peak requirements. A 30% pay curve is also in effect to cover crews when no work is available for short periods of time. In some instances, as observed by the auditor, and also during our audits in January, 1963, crews are idle when work is available. The planned re-audits and restudy during June will include a review of autoclave operator idle time. We will determine after this study whether it is desirable to eliminate the pay curve.

Item #5 - To be corrected

Our audit of January, 1963, confirms the observations of the auditor. The I.E. audit report states that the standard series 6-12 will be re-audited during the 4th quarter of 1963. We have re-scheduled this to June, 1963.

Regarding the observation that fork truck operators push 4 trucks rather than 3 trucks into the autoclaves per occasion, this also requires re-study. Based on fork truck capabilities, 3 trucks per occasion was included in the incentive standard. The effect on truck repair will be analyzed to determine if the standard can be revised.

Item #6 - To be corrected

We have been aware of this problem for several months. Since January 1, 1963, there have been two official and two unofficial meetings with Union officers, shop stewards, and operators on the complete range of autoclave standards. Their complaint is that earnings potentials are too low. They further state they have no incentive to expedite movement of material through the autoclaves. Crew earnings usually range from approximately 110% to 130%, after application of a 30% pay curve. A thorough re-study of this problem will be made during the June audit. Since there is very little overtime attributed to slow charging, additional charges by one crew means less charges by another crew, and the total charges per operating hour are the same. A real increase in productivity would occur if it becomes possible to use the labor time which is available intermittently.

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Truckers - Service Helpers with Dryer Trucks

Item #7 - To be corrected

Prior to 1961 autoclave and trucking operations were combined in a single crew. An analysis of earnings indicated that the autoclave crew was carrying the major part of the total work load. The standards were subsequently revised and separate crews established.

During 1962 the trucking standards were re-factored on a per piece basis. This was done to place greater emphasis on producing Thermobestos rather than processing trucks. This in turn reduced the total number of trucks to be handled. Simultaneously, the duties of assembly and disassembly of dryer trucks was re-assigned from the autoclave crew to the trucking crew.

Based on truckers efficiency, either the reporting or standards are incorrect. No documented study of the high efficiencies has been made. The June study will determine the cause and the corrective action required.

Item #8

The Manville Plant has a policy of not making mandatory the wearing of respirators and not making this a job requirement in the job description. This policy was last reviewed and confirmed June 30, 1960, by the Building Products Manager, who is responsible for Industrial Relations, in a letter to the Industrial Insulations Division Plant Manager. This policy was established after review with the Manager of Industrial Health.

The Industrial Insulations Plant Manager has requested a review of the policy by the Industrial Relations Manager. The Industrial Insulations Division Plant will review the established policy.

K. H. Slater