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Industrial Relations Managers' Meeting

Hot Springs, Va.

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JOHNS-MANVILLE HEALTH PROGRAM

C. W. Hite, describing health among Johns-Manville employees as one of our more complex problems today, and one which is increasing in complexity, introduced Kenneth W. Smith, M. D., and asked him to address the group on this subject.

The following is a resume of Dr. Smith's presentation of the subject.

There are four major parts to our Johns-Manville Health Program.

1. Medical examinations
2. Accident prevention
3. Industrial hygiene.
4. Workmen's compensation.

Medical Examinations

This part of the program consists of the following major phases:

a. Pre-employment or pre-placement physical examination. It is better termed the pre-placement physical examination to emphasize the fact that we are trying to place a man in a job according to his physical abilities, so that he will cause no accident to himself or his fellow employees. At the time of the pre-placement physical examination, very careful note should be made of any physical defects which might affect job placement.

b. The periodic physical examination is a re-evaluation of the man and the effects which his life has had on him since the previous examination. It should encompass his relationship to non-occupational as well as occupational stress and strain. Minor defects thus are noted before they become accident or disease liabilities.

c. Special examinations are given at appropriate intervals for those who are exposed to specific hazards such as lead, solvents, radiation, noise, or dust.

d. Health counselling. Using the results of physical examination records, or the information noted in the man's personal medical file of various visits to the medical department, it is possible to determine the effects of ordinary life on an individual. If disease or accident tendencies are noted, health counselling should be a major item in discussing a man's physical status with him.

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e. Treatment facilities should be available for a complete rehabilitation of all accident and disease cases as well as emergency treatment for non-occupational conditions which may arise during working hours.

f. Exit or separation examinations are given wherever possible. This is of special importance for those employees who separate from our payroll after a recent accident, or after sufficient disease exposure which might present itself as a future claim.

Accident Prevention

This phase of the program is aimed chiefly at the control of environment accident hazards and consists of:

a. Routine periodic investigations of all plant facilities.

b. Recommendation of accident prevention measures in material handling and machine operation.

c. Recommended use and maintenance of various personal protective devices such as respirators, gloves, goggles, etc.

d. Assistance in job placement for those employees who have work restrictions.

e. Analysis of accident occurrences and recommendations for future preventive measures.

Industrial Hygiene

This phase of the program is very similar to that of the accident preven phase except that the purpose is to prevent occupational disease. It involves:

a. A thorough knowledge of all raw materials in the plant.

b. A complete understanding of all manufacturing processes, where these raw materials are used.

c. Recommendations for control measures of such environmental hazards as dust, fumes, vapors, light, heat, humidity, noise, et

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Workmen's Compensation

We have a moral and legal obligation to make some financial restitution to those unfortunate individuals who have been harmed by our production processes.

General

Because of continual changes in our mode of life, in our J-M manufacturing methods, in the raw materials used, and also the more liberal interpretation of workmen's compensation laws, it is absolutely essential for those in our plants to pay more attention each day to all phases of our J-M health program. It is the responsibility of the Industrial Relations Manager to interpret the results obtained in the various activities of the health program to the plant production responsibilities. The following are specific problems which will need attention in 1956:

1. Improved scheduling of physical examinations, both pre-placement and periodic is necessary. At today's wage rates the cost of off-job time for physical examinations can be excessive. Advance scheduling of physical examinations when a doctor is available is essential. Pre-placement examinations of new employees should not take precedence over the routine examinations of employees on our payroll. In nearly all cases, some advance knowledge of the need for new employees is available and should be relayed to the nurse or medical department. With advance scheduling of pre-placement examinations, the routine periodic examinations can be postponed a day or two if necessary. However, once employees reach the medical department for examination they should not be kept waiting in preference for new applicants.

2. The frequency of periodic physical examinations was recommended in a policy bulletin which stated that J-M employees would have physical re-examinations as often as necessary depending on their health and occupational exposure, but at least once every three years. It is noted that this policy has been interpreted more liberally to mean only once every three years. It is the opinion of most leaders in industrial medicine today, and certainly also the experience of some of our J-M plants, that re-examinations should be on an annual basis if any value is to be obtained from this program. Too many physical and mental conditions which could become serious disease problems and possible compensation liabilities, can develop during a three-year interval between physical examinations.

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It is recommended that each Industrial Relations Manager review his own physical examination program to see if he has adequate injury and disease control in his plant, or if the physical examination schedule of one re-check every 12 months could improve his preventive health services.

3. Every effort should be made to bring our doctors into our various plants and mines. Only after the doctor has become thoroughly familiar with the various jobs in the plant and the materials which we use will he be a better consultant, be able to understand more thoroughly the type of work each employee does, and then be able to give better advice at the time of physical examinations. In addition when the doctor is seen frequently in the plant and discusses various jobs with employees, there will be greater confidence on the part of the employees in that doctor when they bring their problems to him.

4. Three new forms have been designed to help record all phases of an employee's health so that we can obtain a better profile of each individual and his reactions to life at work and at home. The first form is the Pre-Placement Medical Examination, a white sheet numbered 3-81. This should be completed on every new employee. When the new forms are instituted in any J-M plant for the first time, each employee on the payroll, whether he has been with us several years or not, should have such a form completed. The second form entitled Periodic Physical Examinations is numbered 3-82 and printed on blue paper. The third form entitled Health Progress Notes is printed on yellow paper and has the number 3-83. All these forms are available through Form Control procedures. The periodic physical examination form is used to record the results of each annual or periodic examination. Six such examinations can be listed on one sheet. The yellow Health Progress Note form is used to record any additional information that cannot be recorded on the two physical examinations forms. It is also used to record each visit to the Medical Department for other purposes such as consultations, health counselling, special examinations such as lead or audiometer readings for noise, also to record accidents and subsequent visits for treatment.

5. A new manual of physical examination procedures and standards is being prepared and should be ready for distribution early in 1956. A complete outline of the physical examination classification system will be included. The letters A,B,C, and D will be used to classify employees and applicants according to their physical status. Class A will designate

note classifications

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those who are fit for any job in the plant. Class B, those who should have a work restriction. Class C, those who should not work at the moment, but can be reconsidered or re-hired at a later date after certain corrective procedures have been instituted. Class D, those who are totally unfit for employment at any time. These four classifications will be used by our plant doctors in recommending job placement to the Industrial Relations Managers. It is the responsibility of the latter to interpret any work restrictions to the production supervisors.

6. In addition to these manuals another booklet of x-ray interpretation is being prepared and will be sent to all necessary plant-related doctors along with typical x-rays showing various stages of dust diseases of the lungs which may be encountered in our various oil plants. Standard nomenclature and diagnostic procedures will be included in this manual.

7. As previously indicated it is essential that we pay more attention to the recording of day-by-day incidents in the health activity of each individual employee and his separate visits to our First Aid or Medical Departments. For this purpose two new forms have been developed. One is entitled Medical Daily Log and has form number 379-1. This should be used as a daily log of every person who visits the Medical Department for any reason whatsoever. Using the proper code, the purpose of his visit can be listed. These daily log sheets should be permanently filed, for in many areas they are required by law. The other form is the Monthly Summary of the Daily Log and has form number 379-2. This form provides for the monthly summary of visits by date and by type of injury or disease. This should be reviewed periodically, and with the advice of the nurse and/or plant doctor, the Industrial Relations Manager can interpret the health experience of the total plant population to the Plant Manager.

8. Our plant doctors are required by the American Medical Association code of ethics, and also in many areas by civil law, to discuss the results of physical examinations with each employee as if the employee were a private patient. Should any physical or mental defects be noted, which if left without attention might cause disease or injury, these defects and recommended corrective procedures should be discussed with the employee so that he can take proper precautions to maintain and protect his health. Because management has an interest and a responsibility in maintaining the individual employee's health, the same advice and warning should be given in general terms to management's representative. This is done through

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the physical examination classification system. Management should be warned of potential disease or accident hazards because of the serious financial responsibility in workmen's compensation costs. For example, if because of some non-occupational condition such as an old tuberculous scar on an x-ray or even because of the earliest signs of occupational pulmonary disease a man should be recommended to have no further dust exposure, the doctor will tell the patient the exact reasons for his recommendation according to his best medical judgment. At the same time he will recommend to the Industrial Relations Manager that the man have no dust exposure without disclosing the reason unless it is an occupational disease. This can be done through the physical examination classification system by simply listing the examination results as "B-no dust," which is a work restriction recommendation.

9. It is essential that all concerned with the over-all health program should become more familiar with all raw materials which enter our plants as well as our manufacturing processes showing how these raw materials are used and possibly altered to make our final products. A list should be made of all raw materials with special notation of those which might be potential health hazards. It would be wise to prepare this list in cooperation with other plant personnel such as the Quality Control supervisor and the purchasing agent. Additions, substitutions, deletions, and changes of suppliers of the various toxic materials listed should be noted by anyone of these various responsibility heads so that the Industrial Relations Manager can make appropriate steps in warning not only medical department personnel but also the safety engineers, industrial hygienist, and plant production personnel of potential hazards.

The toxicity of many new materials is being checked at the Research Center in close cooperation with the Manager of Industrial Health Program at CHQ. Every effort will be made to warn of potential health hazards; however, because it is the ultimate effect on the health of our employees which will determine whether or not we do have a potential hazard, every Industrial Relations Manager should check constantly the type of material used locally and its effect on local personnel. It is a well known fact that there are geographical as well as individual susceptibilities to certain materials.

To stress the importance of proper control of some of our potential health hazards, the following should be noted:

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A new form of pipe covering insulation has been developed which is an excellent product; however, at one part of the production process a dust is used which will not cause a pneumonoconiosis or scarring of the lungs. Unfortunately, if tuberculosis develops after this dust has been inhaled, there is every reason to believe that this tuberculosis will be incurable by any of the present known methods of treatment. In another operation making moulded plastics we use a dust which is inert at room temperatures. In part of the process when the dust is heated to a certain temperature, a very lethal gas is formed. Thorough ventialtion is essential. In another part of our process we may be using a certain cutting oil which can have an impurity that will cause cancer of the skin. If this should occur as a material used in our operations, the only known preventive is thorough skin cleansing which is plenty of soap and water and a shower before and after work.

10. Occupational noise and hearing loss will receive considerable attention next year and in the immediate future. In 1956 provisions should be made to have audiograms on every employee exposed to objectionable noise and all who may be transferred into the areas where noise is at excessively high levels. The ideal program would be to have a hearing test for every new employee, and at least baseline audiogram on every person presently employed. Periodic re-examination audiograms should be carried out on those where the industrial hygiene survey programs indicate noise at an excessively high level.

11. In the future our employees undoubtedly will transfer from one job to another for various reasons. In every case where there is such a transfer, the man's health status should be checked to see if there is any work restriction recorded. Obviously if a man is presently working in a non-dusty atmosphere and proposes to transfer to a job where a toxic dust is used, his x-rays and health status should be checked in order to prevent disease and disability in the man and financial liability in the form of compensation for the Company.

In many areas it has been considered difficult to find the work or transfer employees because they have some disability. It should be remembered that we have a responsibility for the proper care and placement of those who have occupational disabilities. For this reason there should be no such thing as inter-division barriers preventing the free transfer of employees at plants where there are more than two operating divisions.

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ACCIDENT PREVENTION, INDUSTRIAL HYGIENE, AND WORKMEN'S COMPENSATION PROGRAMS

Mr. Hite introduced H. H. Jackson to speak on accident prevention, industrial hygiene, and workmen's compensation. The following is a summary of Mr. Jackson's presentation.

There are numerous problems which are going to become of increasing importance during the next several years in the fields of accident prevention, industrial health and workmen's compensation. A few of these include air pollution, noise, the labelling of hazardous materials, workmen's compensation and occupational disease coverage and benefits.

There has been a great deal of talk and comment on the subject of air pollution in the last several years. Numerous states, counties and cities have enacted controlling legislation or are actively considering the development of such legislation. In California, particularly in the Los Angeles area, and in New York and New Jersey there has been very notable activity in this regard. Air pollution represents in large part an engineering problem. However, it is also a growing community problem, because the public in general is growing more conscious of the potential long-term health hazards and of the nuisance value of industrial wastes. In fact, the nuisance factor is most frequently involved. For many years, there was common acceptance of the "industrial area" - "the other side of the tracks" definition of less desirable property. But this concept is not now tolerated. In the new standards of community ethics, industry has no right to mar or adversely affect the public domain. This trend in public thinking has direct influence on our position as a good neighbor in the plant community.

The labelling of hazardous materials is an area which has been receiving increasing legislative attention. This problem area has a direct relationship to our plant industrial hygiene control program, as well as to the labelling of Johns-Manville products. A little over three years ago, Illinois adopted labelling regulations which were very broad in coverage and placed responsibility on the transporter of the material and the consumer, as well as on the manufacturer for adequate labelling. For example, assuming that a barrel in which we received litharge was properly labelled, we would be responsible for marking containers in which the litharge would be handled in our processes, with a caution label describing litharge as a hazardous material. The Territory of Hawaii in this year enacted similar legislation, but has included much more stringent enforcement provisions than that of Illinois. Four additional states, including Massachusetts, have appointed commissions to study this area of legislative industrial control.

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At the Chicago meeting of the International Association of Industrial Accident Boards and Commissions in September, a committee report, unanimously adopted, urged the development of this type of legislation and cited the Illinois and Hawaii regulations as model.

Actually, although we can anticipate legislative action, this is one area of industrial operation in which industry is ahead of the state legislatures. A growing number of industries are using, as we at Johns-Manville are, the Manufacturing Chemists Association standards for the labelling of hazardous materials.

Workmen's compensation is a field in which rather continuing changes are being made. This phase of social legislation has come about largely in our lifetime. The earliest commissions were established in Massachusetts in 1904, Illinois in 1907, Connecticut in 1908, New York in 1909 and several more in 1910 and 1911. Basically, workmen's compensation is a compromise between the employer and employee situation in negligence suits. The employer yielded his defenses of contributory negligence and assumption of risk and obtained in return a fixed and limited liability for each type of injury. Occupational disease came into the picture much later. In fact, even today, two states, of which Mississippi is one, do not have occupational disease coverage.

There have been many changes in intent and coverage in the 40 year experience with workmen's compensation laws. These changes have come about in several ways, the first of which is through legislation. In 1955, forty-eight legislatures have met and there were fourteen special sessions. Among the principal changes were increases in the compensation benefit rates, as well as coverage. Occupational disease coverage was expanded in several jurisdictions. In Wisconsin, loss of hearing due to occupational exposure was listed as a scheduled disability, with the restriction that the degree of disability was to be determinable only at a period six months after removal from exposure. In North Carolina, in an attempt to more adequately define disability, a mandatory physical examination by an advisory medical board is required at the time of the claim and at two subsequent annual examinations, before permanent disability is determined.

Changes in workmen's compensation can be made also by court decisions and I'll cite briefly just four cases to indicate the scope of the effect of these upon the law.

> Coming home early from work one day, a man found a milkman in a compromising position with his wife and shot him. The milkman claimed the injury was occupational and the court held for him on the basis that his injury had arisen out of employment.

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In New Jersey recently, an employee of a mattress company was awarded disability benefits for a back injury, even though he had given no notice to the company of the occurrence of an accident. On a particular afternoon, he had asked the supervisor if he could go home early, saying nothing about any injury or accident. However, the court ruled that notice was sufficient on the basis that the supervisor should have been put on inquiry when the employee asked for early departure, because the nature of the work was heavy and awkward and there was the potential for accident and injury. The supervisor should have inquired into the reasons for this man's desire to go home early.

In Virginia, about a year and a half ago, the State Supreme Court, in reversing the commission on a hernia claim, stated in its decision that the commission should be more liberal in its decisions for the employee.

Just about six weeks ago, in New Jersey, an employee who had received all benefits under the workmen's compensation law proceeded to bring suit in the civil courts for negligence against the plant manager and other company officials. While the suit was settled out of court, it would appear now that New Jersey's workmen's compensation is not an exclusive remedy.

Many changes of the intent and application of the workmen's compensation legislation come through the administration of the law. In New Jersey, for instance, in the northern part of the state, permanent partial disability awards are consistently made for mere presence of a totally healed fracture, with no residual disability or limitation of motion. In the southern part of the state, objective findings of disability are required to justify an award. The law is the same - the administration varies. This type of problem is aggravated by the fact that referees and commissoners are laymen called upon to decide a medical question. Many of these changes have aborted the original concept of workmen's compensation and destroyed the concept of individual responsibility. Ridiculous applications of the aggravation of pre-existing condition principle, currently being applied by a number of commissions, is further indication of the extent to which the overall health status of the individual is a company liability.

The organized labor groups have for many years taken strenuous steps to influence workmen's compensation legislation. In the International Association of Industrial Accident Boards and Commissions, the C. I. O. and the A. F. of L. have for years been promoting their philosophy at the organization's annual meetings. It has only been within the last three or four years that industry has had any voice in the programs of this organization. The effect of the C. I. O. - A. F. of L. merger is recognized in

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the fact that two years ago, a C. I. O. representative outlined specifically the points of inadequacy in workmen's compensation. At this last conference an A. F. of L. representative gave what was almost a carbon copy of the C. I. O. speech. The C. I. O. has had an active safety engineering staff and industrial health consultants and I believe we can anticipate increased activity in these areas both within the plant unions and in the state legislatures.

The Federal Government has gotten into the act, too. For the past two years, Undersecretary of Labor Arthur H. Larson has been promoting his ideas regarding a model workmen's compensation law. At the annual meeting of the Industrial Hygiene Foundation just two weeks ago, he outlined some of the details of this model. It is obvious that labor's influence in these eighty-eight pages of proposals has been considerable. When these Federal recommendations are distributed to the state legislatures, we can anticipate that they will be given a great deal of recognition and attention.

The actions of an individual company can have this influence on workmen's compensation legislation, too. Although it received little publicity, included in the recent Ford negotiations were provisions for supplemental workmen's compensation benefits. These pretty much parallel the supplemental unemployment compensation benefits that captured the headlines. In occupational injuries and disease Ford will pay up to 65% of wages for a twenty-six week period with no waiting period involved. This, of course, far exceeds workmen's compensation rates and will be a potent factor when legislatures meet to consider compensation benefit rate increases. Ford, however, is not the pattern setter in this regard. There is a growing number of companies in the automotive, steel, oil and metal fabricating industries that have this or similar arrangements.

With all of these influences - and most of them seemingly adverse - around us, what can we do? There are a number of ways in which our efforts can be effective. In a number of states, regulations or legislative proposals are made only after an advisory committee, frequently made up of industry, labor and state representatives, has come to agreement. Participation in such activity or at least collaboration with the industry representatives of such a committee is an effective avenue of influence. Industry representation through self-insurers' associations, manufacturers' associations, chambers of commerce generally is an effective way of influencing legislation. Participation on committees of these organizations is recommended as a means of strengthening industry's voice. The value of direct contact with your legislature's workmen's compensation boards and commissions cannot be overemphasized. The personal contact and expression of your thinking is an important factor in the shaping of legislation. We at General Headquarters can help interpret and evaluate the various proposals, but local action, your action, is the key to influence and control. We will be glad to assist at your request on all matters of pollution, labelling, workmen's compensation and occupational disease legislation.

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While the above activities are important, there is one sure method of combating the adverse legislative requirements and that is through prevention. There is no question but what costs per injury are going to continue to increase, whether that injury is brought about through occupational accident or disease or air pollution. Within the last two weeks an official of a major insurance company writing workmen's compensation coverage outlined their newly developed thinking in regards the acceptance of liability. They will insure against accident, but not against occurrence. He defines occurrence as a continuous or repeated exposure to conditions which result in injury or damage. Accident, on the other hand, is defined as a single, unforeseen event occurring without will or design and traceable to a definite time and place. Keep these definitions in mind, because they will be applied to our own experience in our further discussions.

For the past seven years, Johns-Manville has had a greater accident frequency than the all-industry average of the National Safety Council. In 1954, J-M's best year, we were almost 40% higher than the overall industry average of all companies reporting to the N. S. C. As I have reviewed our company accident experience, I have been struck with the fact that we experience the same type of accident over and over and over again. Using the insurance company's definitions, these are no longer accidents, but occurrences. For Johns-Manville to have "continuous or repeated exposures to conditions which result in injury or damage", is indefensible. We can't limit our appraisal of performance just to the disabling accidents, however. In spite of the fact that we are having such more frequently than the average of other industries, they are too few in number to provide an adequate base for developing preventive contro In J-M, we have sixty-five non-disabling injuries for each disabling injur This data would provide a much broader base for accident experience and control facts. However, if we can assume that the experience of the Ford Instrument Company is reasonably typical, a survey they made in 1950 indicates that there are 1,100 non-injury accidents (resulting in damage to material, equipment or tools, but no personal injury) to each disabling accident. This, of course, provides a much wider base of data and certain would highlight the areas needing particular attention.

It is an industrial relations responsibility to place before operating management information needed to pinpoint control needs. These control needs may be reflected in community attitudes in pollution matters, may involve the identifying and labelling of all potentially hazardous materia or may be apparent in the analysis of total injury or illness experience.

Ordinarily, I rebel against the idea that there is nothing new in safety, because accident prevention is an integral part of our production processes and therefore is a dynamic, ever-changing responsibility. However, in this instance, we can turn back 2,000 years to Virgil for some pretty good advice concerning prevention. Quidquid agis (Whatever you do) prudenter agas (do it with prudence) et respice finem (and remember the end).

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There is nothing wrong in using toxic materials. The potential hazard in their use comes through handling the materials unsafely or improperly. There are several approaches that we are now using to insure that we know what we are using and that we know how to use it.

When Research is considering the use of new materials, we have opportunity to advise concerning the nature of toxicity potential, the maximum allowable concentration applicable and the precautionary measures appropriate. This type of information is included in the product proposal for Division consideration. It provides the basis for determining whether the equipment and facilities are adequate for handling the hazard potential represented.

Unfortunately, this working arrangement is not 100% tight, so it is possible in occasional instances that material can get into the plant without complete consideration being given to the potential health hazards. Further, materials that have been previously used in other product lines may not be specifically reviewed for the new proposed use. After initial application, plant personnel are supposed to know how the material may be safely handled.

It is the Industrial Relations Managers responsibility to identify the hazard potential of materials in the plant. There are a number of sources of material pertinent to this responsibility already available, such as the annually revised list of Threshold Limits, that is sponsored by the International Conference of Government Industrial Hygienists . This is an appendix to our Standard Practices Manual. There are excellent data sheets indicating the hazard potentials, the physiological results of exposure, recommendations for safe handling and use. A substantial number of these are published by the National Safety Council, by the Manufacturing Chemists Association and by the American Standards Association. I would recommend that you make a list of all materials with health hazard potential used in the plant and assist in the development of specific plant regulations concerning their use through the Production Department line organization.

In establishing the nature of the health hazard in newer materials, or in products which carry a trade name only, our office can and will be of help as you request. While the current industrial toxicology texts and references are an excellent source of data, many of the newer materials and products are not covered. We maintain contact with toxicological research organizations and the major manufacturers and suppliers and can usually obtain the latest valid information.

Although the substitution of less toxic materials is one means of control, oftentimes this is not practical and adequate control through engineering means must be effected. A very large percentage of toxic exposures cannot be evaluated by our senses of sight, sound or smell. It is necessary to measure contaminations objectively through chemical, electrical and mechanical procedures, in order to determine the extent of the hazard and

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the effectiveness of the control methods.

This fact is the basis of our J-M Industrial Hygiene Survey Program. The services of an industrial hygiene technician are available to you, as you know. However, the technician does not know your plant exposures in detail. In order to obtain a representative survey (or audit) of the control efficiencies at your plant, the survey and sample station locations should be planned by you, production and quality control representatives. Permanent record for each sample station should be made and all results obtained at that location kept on that record. At the very best a survey represents grab samples and it is only through a series of such samples that a reasonable picture of contamination levels can be obtained. The physical examination, an important adjunct of the health program, represents an after the fact evaluation of the man's reaction to the exposure. The industrial hygiene survey produces an index of contamination from which corrective action can be taken before our employees' health status can be disturbed.

It is recognized that the industrial hygiene survey is a time consuming procedure and somewhat expensive. To provide a continuing and easily manipulated index of control efficiency, the General Plant Engineering Department has issued a manual on the operation and maintenance of ventilation control systems. The inspection procedure outlined in that manual is simple and, tied in with survey results, can assure you and the production organization that effective control of work environments is being maintained.

Another approach to control methods is through the task team. Our past experience has indicated that job methods are highly important to exposure control. The task team, combining as it does the skills of the engineer, the production superintendent, the industrial engineer and the industrial relations personnel, is an effective way of examining critically all of the elements involved in a work exposure, such as contamination source, equipment, layout and job methods.

An additional method of control is through worker education in the use of personal protective devices. If such apparatus as respirators, goggles, gloves, barrier creams are essential to personal protection in a particular job process, they must be written into the job method and job standard. They are then standard operating procedure and become a condition of employment. Deviation from standard operating procedure should not be tolerated.

Supplemental workmen's compensation has received much less publicity than the supplemental unemployment compensation program of the recent automotive contracts. However, such may result in considerably more pressure and cost to us. Labor has long held that workmen's compensation benefit rates are much too low, and on the basis of the original premise of approximately 2/3 of the going wage, present rates are out of line. The supplemental

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workmen's compensation program does not have the objectionable features to some groups of employees that have been outlined as criticism of the supplemental unemployment compensation. Accidents and injuries are no respecters of persons or seniority and the increased benefits therefore, are of value and interest to everyone of the employee group.

In general, the plans follow the pattern of supplemental unemployment compensation. Benefits approximate 65% of the average wage and are made up of the workmen's compensation benefit and a substantial payment plan for a period of twenty-six weeks beginning immediately for each accidental injury. There is no waiting period and no offset against permanent disability benefits. Most of the plans are provided through an extension of the accidental sickness insurance coverage and, therefore, apply to non-occupational and occupational illnesses and injuries. Among the companies presently supplementing workmen's compensation are General Motors, Ford, and Chrysler, Socony, Shell, and Esso, American and Continental Can, International Harvester and Guide Lamp. I would recommend that you include the item of supplementary workmen's compensation benefits in your area survey of employee fringe benefits, to keep us advised of the extent of this type of employee benefit.

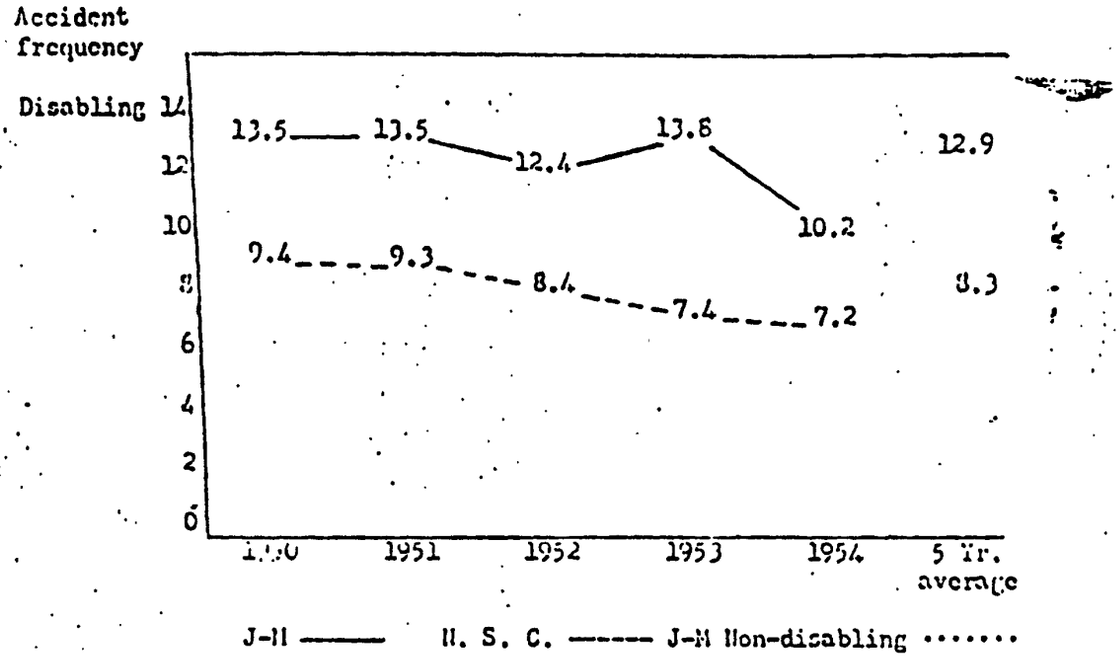
On the basis of our Johns-Manville injury experience, supplementing workmen's compensation benefits to 65% would cost us in excess of $200,000 per year or approximately two to three cents per hour. This represents an increase of 4% in our overall employee benefit cost. In addition, as a result of high benefits and the elimination of the waiting period, we would experience, I am sure, a loss of incentive for rehabilitation and the return to work.

Is there anyone here who feels that he does not have adequate facilities and means for successful controls of hazards at his plant? Hearing no voice, or seeing no hand, we can proceed on the basis then, that each plant has available to it all that is necessary to effectively control hazardous exposures.

I spoke earlier of comparison with National Safety Council all-industry experience with ours. To point it up in more detail, I would like to review the data for the last five years.

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Non-disabling 532 . . . 497 . . . 458 . . . 442 . . . 394 465.0



As is seen in the chart, the National Safety Council five year average for disabling accidents was 8.3. Our Johns-Manville disabling accident frequency average was 12.7. Our J-M non-disabling experience was 465.

Coupled with this data should be kept in mind the fact that on the basis of 1954 earnings, it takes approximately 3¢ of sales to pay for each $1 of compensation. Since our five year average annual compensation cost approximates $210,000, this would mean that it takes just under $3,000,000 of sales to pay for the privilege of having injuries in our plants.

May I recall to you our definitions of occurrence and accident? Occurrence is a continuous or repeated exposure to conditions which result in injury or damage. Accident is a single, unforeseen event, traceable to a definite time and place. In reviewing our J-M experience for the past five years, it is startling to note that 80 to 90% of our injuries are the result of occurrences rather than accidents. Therefore, if we set about to eliminate the occurrences, which are the results of continuous or repeated exposures, we would reduce our injuries to frequencies of 90 non-disabling and 1.2 disabling injuries per million manhours. Recognizing, however, that this concept is new, we'll allow a little time for it to take and set our 1956 goals on the basis of a 50% reduction in occurrences. Our objectives for 1956 then, are frequency rates of 220 non-disabling injuries and 6.5 disabling injuries per million manhours.

There is no substitute for PREVENTION for the control of compensation and production costs.

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Questions and Answers

Question - Can an employee be compelled to wear a respirator as a condition of employment?

Answer - Yes. If he doesn't comply, you have the right to discipline him.

Question - Hasn't some difficulty been found in compelling employees to wear respirators on certain jobs at Lompoc?

Lompoc Answer - No, none whatsoever. We have spelled out very definitely on what jobs and under what conditions respirators are required to be worn.

Question - Could a Quarter Century Club member be dismissed if he repeatedly refused to wear a respirator?

Answer - Yes - with the proper approvals - and if disciplinary measures had failed.

Question - Do you Industrial Relations Managers still sign the incentive standards?

Answer - Yes.

Comment - Well, they provide allowances for wearing respirators, and that should give you information as to the types of jobs requiring respirators.

Question - What is the best way to keep lists of toxic or hazardous materials up to date?

Answer - There are various ways available. A number of plants have a working arrangement with our Quality Control and/or Purchasing Departments, whereby the Industrial Relations Manager is notified of new materials and/or any materials considered hazardous.

Product Proposals include information on the toxicity potential of materials being newly introduced. This is a result of our program with Research to adequately identify new materials.

Data sheets from the National Safety Council, Manufacturing Chemists' Association and American Standards Association will help you to keep your list of toxic materials current. These organizations have a continuing program of issuing data sheets as toxicological information concerning the newer materials becomes available.

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