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The J-M CIRCLE

VOLUME 1 NUMBER 1

APRIL *By, for, and about Johns-Manville Employees* 1928



Where "Service that Covers the Continent" Begins

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VOLUME 1

The J-M CIRCLE

NUMBER 1

APRIL 1928

New Board of Directors Elected

Seven Men are Chosen to Take the Place of Former Board of Twenty-Four Members

A NEW Board of Directors of the Johns-Manville Corporation was elected at the adjourned meeting of the stockholders in New York on January 30. Seven men were elected to take the place of the former Board of 24 members. They are Walter H. Aldridge, Francis D. Bartow, H. Edward Manville, T. F. Manville, Theodore F. Merseles, William R. Seigle, and George Whitney. Mr. H. E. Manville was made Chairman of the Board, and Mr. Merseles, President.

The smaller Board was authorized in a resolution adopted by the stockholders at their annual meeting on January 27. The resolution reduced the number of members from 24 to not more than nine.

With the exception of Mr. Aldridge, all the men had previously been Directors of the company. Mr. Aldridge is President of the Texas Gulf Sulphur Company and a Trustee of Columbia University in New York City.

Mr. Bartow is a member of the firm of J. P. Morgan and Company, and a Director of the Gold Dust Corporation and of Montgomery Ward and Company.

Mr. H. E. Manville needs no introduction to the employees of Johns-Manville. He has been actively engaged in the administration of the company virtually since it was organized, and served as President from March 1, 1924, to June 14, 1927. Mr. Manville, in addition to being Chairman of the Board of Johns-Manville, is a member of the Advisory Committee of the Forty-first Street Branch of the Chase National Bank, New York City, a Director of the Standard Insurance Company of New York, and President and Trustee of the Fifth Avenue Hospital.

Mr. T. F. Manville is the son of the late T. F. Manville, who served so long as President of the Company. He is a Director of the Morison Electrical Supply Company and of the Franville Corporation, and is also a Trustee of the Fifth Avenue Hospital, New York City.

Mr. Merseles is a Director and Chairman of the Executive Committee of Montgomery Ward and Company, Chicago, and is also a Director in the following: J. I. Case Threshing Ma-



Walter H. Aldridge



Francis D. Bartow



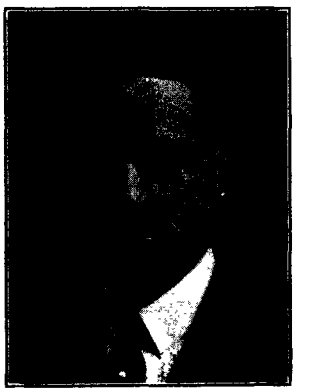
H. Edward Manville



T. F. Manville



William R. Seigle



George Whitney

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chine Company, Racine, Wisconsin; the Continental National Bank and Trust Company, Chicago; the Northern Pacific Railroad Company, New York City; the Seaboard National Bank, New York City; and the Celluloid Corporation, Newark, New Jersey. He is also President and Director of the Canadian Realty Corporation and a Trustee of the Mutual Life Insurance Company.

Mr. Seigle is President of the Asbestos Wood and Shingle Company and is an officer in virtually all other Johns-Manville subsidiaries.

Mr. Whitney is a member of the firm of J. P. Morgan and Company, and is a Director of the following: the Braden Copper Company; the Copper River and Northwestern Railway Company; General Motors Corporation; the Guaranty Trust Company of New York; the Kennecott Copper Corporation; the Marland Oil Company; New Jersey and New York Railroad Company; Provident Fire Insurance Company; the Pullman Company; the Texas Gulf Sulphur Company; the Utah Copper Company; and Royal Exchange Assurance. He is also a Trustee of the Bank for Savings in the city of New York, and of the Teachers' Insurance and Annuity Association.

JOHNS-MANVILLE *secures largest acoustical contract on record*

THE LARGEST single acoustical contract, in contract work, ever undertaken by the Johns-Manville Corporation, has just been closed by Lonsdale Green, Jr., Staff Manager of the Acoustical Section of the Industrial Department, Eastern Division. This contract, with Starrett Brothers, is for the purchase of a quarter million dollars worth of acoustical treatment for ceilings in the building now being constructed by the New York Life Insurance Company. Other contracts have run into more money eventually, because of additions to the original, but this order for approximately 450,000 square feet of material holds the record for initial purchases.

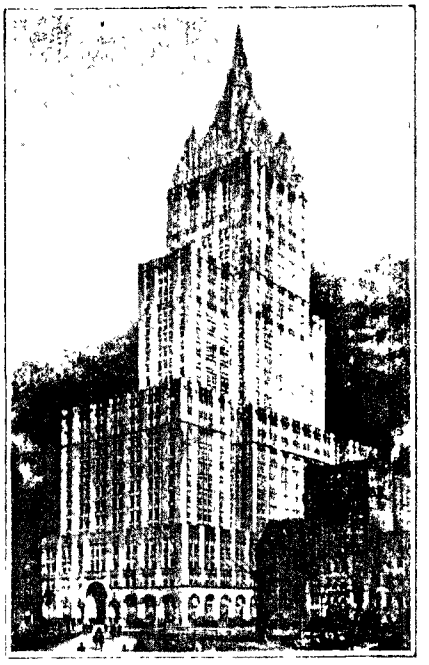
According to Mr. Green the order is the result of an accumulation of effort extending over the past two years. In that time, with the assistance of the Architectural Service Department, he worked with the insurance company and the office-designing specialist called in on the job to convince them that Johns-Manville acoustical treatment was the type to be used. The office-designing specialist, sold on the idea that the less noise there is in an office the more work you can get out of it, is also sold on the idea that Johns-Manville acoustical treatment is most effective for noise-reduction purposes.

The New York Life Building will be among the biggest office buildings in New York City. It will occupy the block between Twenty-sixth and Twenty-seventh Streets and Madison and Park Avenues—the site of the old Madison Square Garden, where New York's sport world used to gather. It will be about 40 stories high. Cass Gilbert, designer of the world-famous Woolworth Building, is the architect.

The acoustical treatment, technically known as Nashkote Type "B," is one-half inch acoustical felt cemented directly to a plaster backing. The felt is covered with a layer of perforated white oil cloth called Kribble Kloth, which is cemented directly to the surface of the felt. This material is put on in broad, unbroken areas with moldings only around the edges of the rooms and around the column heads. In the central portion of the building the treatment will be placed on a furred plaster ceiling; on the outside of the building it will be placed on the soffit of the concrete arch, between the beams. In accordance with the building code, fireproof wood will be used for edge strippings and moldings.

Nashkote is a development of the work originated by J. H. Nash of the New York Acoustical Section.

Mr. Green, who is a graduate of the University of Illinois and a specialist in acoustics, has been with the company since 1913, when he took a position in the Chicago office. He was transferred to New York less than two years later.



Architect's drawing of the New York Life Building, in which acoustical treatment will be installed

President Merseles Visits Pacific Coast

During a five week's business trip in the latter part of February and March, President T. F. Merseles addressed the employees of the Los Angeles District Office at a luncheon at the Biltmore Hotel, February 27.

President Merseles told the Los Angeles District men, and P. A. Andrews, Division Manager, who was present, that in his opinion three things are essential to a company—advertising, selling, and service. He spoke of his policies and ideas regarding the organization as a whole, with especial reference to its man power. Every man in the company, he said, should consider that he is in business for himself and make the most of his position. As intelligent thought creates new ideas or inventions which result in gain to the company, the originator will be paid for them in accordance with their value to the company.

While in Los Angeles President Merseles was a guest at the annual banquet of the Chamber of Commerce. Enroute Mr. Merseles stopped at the Cincinnati and St. Louis Offices, and on his return visited San Francisco and Chicago.

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Sales Department Is Reorganized

All Business Divided into Three Classes: Industrial, Railroad and Government, and Merchandising

TO LAY the foundation for developing more effective help to those directly employed in securing business for the company, the Sales Department has recently been reorganized along simpler lines. Business has been divided into three classes, and these classifications form the basis for the Industrial, the Railroad and Government, and the Merchandising Departments.

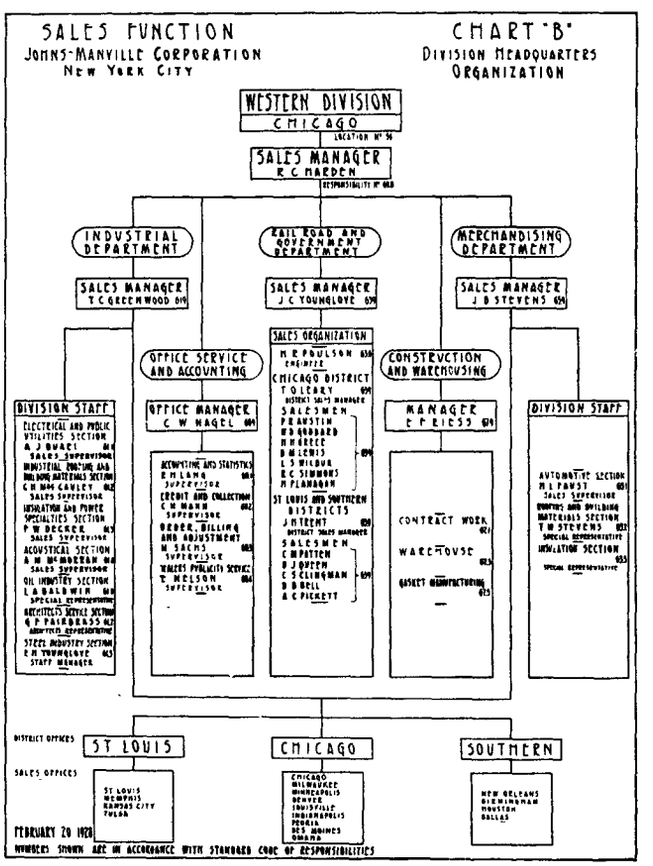
L. R. Hoff, Vice President in Charge of Sales, has been assigned complete responsibility for sales volume and expense control. He will be assisted by J. S. Carroll, General Sales Manager of the Industrial Department, and G. A. Nicol, Jr., General Sales Manager of the Railroad and Government Department. For the present Mr. Hoff will act in the capacity of head of the Merchandising Department. Each department will have a staff to work out all problems relating to its activities.

The Industrial Department will handle the sales of commodities to big industrial organizations for their own use or for fabrication into equipment, and to approved contractors applying Johns-Manville materials on industrial jobs. The Railroad and Government business is closely allied to the industrial, but because of special problems of interlocking purchases and the necessity of having salesmen who can sell a complete line, this department requires special organization. In the Merchandising Department are included those commodities that are primarily sold to distributors or dealers for resale to others.

The same plan of organization has been followed in each division. Each Division Sales Manager will be assisted by sales managers of the three departments, and each of the latter will be assisted by a department staff.

Each district office will be directed by a salesmanager who will have under him special representatives for the Industrial and Merchandising Departments. The Office Service and the Construction and Warehousing Departments in the Divisions and in the Districts will be under the direction of the Division Sales Managers and District Sales Managers, respectively. Sales Offices are responsible to the District Sales Managers.

Charts have been drawn to show the organization assignments, and these give a clear picture of responsibilities.



Typical of the charts drawn up under the new plan, this shows the Division Headquarters organization

Staff managers of the Industrial Department at New York are: J. J. Greene, Electrical and Public Utilities; J. M. Berdan, Industrial Roofing and Building Materials; B. C. McClure, Insulation and Power Specialties; R. V. Parsons, Acoustical Section; E. H. Younglove, Steel (headquarters at Chicago); and E. V. Rinehart, Engineering and Development. F. P. Byington is Staff Supervisor, Architects Service, and L. B. McMillan is Consulting Engineer.

The organization of the other departments, both at New York and for the divisions, follows:

Railroad and Government: P. D. Mallay, Staff Engineer, Engineering; G. K. Bradfield, Staff Manager, Government.

Merchandising Department Staff Managers: J. T. Spicer, Automotive; E. D. Pakenham, Commercial Roofing and Building Materials; G. V. Christie (acting), Insulation.

Division Sales Managers: H. P. Rankin, Eastern; T. K. Mial, Central; R. C. Harden, Western; P. A. Andrews, Pacific; C. A. Girvin, Foreign; W. M. Hiller, Canadian.

Division Sales Managers of Industrial Department: G. V. Dutney, Eastern; Eugene Dowling, Central; T. C. Greenwood, Western.

Division Sales Managers, Merchandising Department: J. O. Boylan, Eastern; W. B. Walter, Central; J. B. Stevens, Western.

In the Pacific and Canadian Divisions the Division Sales Manager, in addition to his other duties, acts as head of the Industrial Department and the Merchandising Department.

Division Sales Managers, Railroad and Government Department: R. Townsend, Eastern; C. E. Murphy, Central; J. C. Younglove, Western; W. J. Hennessy, Pacific; L. J. Papineau, Canadian.

District Managers for the Eastern Division are: G. W. Esler, Jr., Boston; George R. Frankland, Syracuse; E. W. Heurung, New York; A. S. Royal, Philadelphia; H. M. Aring, Baltimore; J. H. Olden, Atlanta.

(*Continued on page sixteen*)

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Serving SOUTH AMERICA

Contracts closed by G. A. Girvin, Sales Manager of Foreign Division, show Johns-Manville Activity in Latin-American Countries

"GOOD WILL" airplane tours of the South American continent may be linking it more closely to its neighbor on the north, but for many years business tours have been linking its industrial concerns with Johns-Manville. C. A. Girvin, Manager of the Foreign Division, recently returned from South America with a vivid picture of business conditions there, and with evidence of their stability in new and renewed contracts.

The greatest demand for Johns-Manville products is in the Argentine Republic, where a very active organization headed by Max W. Boley is special representative of the company. Mr. Girvin visited Mr. Boley in Buenos Aires, which he reached after many days of travel.

To outline Mr. Girvin's trip very briefly, he went from New York to Havana, Cuba, from there to Cristobal in the Canal Zone, through the Canal and on down the west coast of South America to Lima, Peru, on to Santiago and Valparaiso, Chile, and then east across the 13,000-foot elevation of the Andes to Buenos Aires. Quite a trip, and one that appears almost unnecessarily long and roundabout to those of us who picture the Chilean coast on a line with California's and forget that New York is almost directly north of the Panama Canal! Mr. Girvin went the shortest way. The seemingly round-about portion was the trip northeast from Buenos Aires to Montevideo, Uruguay, to Santos, Sao Paulo and Rio de Janeiro, Brazil, and back to New York. This is the second time Mr. Girvin has traveled this route in three years.

While in Buenos Aires Mr. Girvin completed a contract with Max W. Boley for the purchase of $600,000 worth of materials in the next three years. A renewal clause specifying that $850,000 worth will be purchased in the three years after that shows Mr. Boley's faith in Johns-Manville materials.

One of the first orders under this new contract called for a half million square feet of Transite Corrugated Asbestos Roofing—the largest single order for this type of roofing ever received by the company. Mr. Boley says he hopes in time to cover the entire Argentine Republic with Johns-Manville Transite.

Roofing and flooring constitute the largest field of activity in this southern market, although Mr. Boley handles the entire line with the exception of automobile accessories. He buys large quantities of insulation materials and of packing, which he resells for use in packing houses and railroad sheds. The term "special representative" has been applied to the Boley organization to relieve Johns-Manville of responsibility for its acts, since the laws hold a company entirely responsible for the acts of its dealers or distributors in foreign countries.



Max W. Boley

Max W. Boley is the foremost contractor for building materials in the Argentine. He sells Johns-Manville products in spite of competition from European manufacturers who can furnish similar materials at less cost because of cheap labor and lower import duties. When Mr. Girvin visited him, Mr. Boley was just finishing an industrial flooring job in the Tornquist Building for the largest private banking house in the city.

In his Buenos Aires office he has a sales organization of from 35 to 40 persons. Besides being a good business friend of the company, he is a personal friend of Johns-Manville men, and is well liked by all those who have had the opportunity to meet him during his visits to his office in Burlington, New Jersey.

In Brazil the sale of products is by Johns-Manville do Brasil, S. A. (an abbreviation equivalent to Inc.), which maintains two offices: headquarters at Sao Paulo, and a branch at Rio de Janeiro.

Mr. Girvin closed a contract for a million square feet of industrial flooring to be applied by Lima and Jorge, contractors for all the coffee warehouses of the National Association of Coffee Merchants in Brazil. About a million and a half square

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feet of industrial flooring has already been applied in that country.

The personnel of the Brazilian organization, including salesmen and office help, comprises about 22 persons, all but three of whom are native Brazilians. In addition there is a small construction force The manager, C. A. Middleton, was an industrial flooring sales man in the Eastern Division previous to his going to South America. After six years there he says he wouldn't live anywhere else. Mr. Middleton bears the distinction of being the only "dollar man" in the two offices.



The route taken by Mr. Girvin

The term "dollar man," commonly used in Brazil, applies to one who receives his salary in American money, regardless of the current rate of exchange.

The others are paid in milreis, one milreis being about 12 cents. The value of the milreis fluctuates, however, so an employee can never be sure what his pay will amount to in American money. The milreis is not the lowest denomination in Portuguese money: the reis, equal to one one-thousandth of the milreis, is in every-day circulation.

While the greatest concentration of effort is in eastern South America, the west coast has not been overlooked. Santiago, Chile, is the headquarters for A. C. Windsor, the salesman covering the territory north as far as Peru and across the Andes to Uruguay, Paraguay, and Argentina. Mr. Windsor was formerly construction superintendent on industrial flooring in the Eastern Division. He has been in the foreign territory one year. Before joining Johns-Manville he had experience in railroad construction in Cuba. Peru is covered by a special representative, Pedro Martinto.

The Havana office sells the entire line of Johns-Manville products, and has met with great success in distributing brake lining, which is sold in 90 percent of the garages in Cuba. There are five employees in the Havana office, including the manager, J. J. Wirth, who is also the salesman of the branch.

The Foreign Department's activities are by no means confined to South America and Cuba. Johns-Manville products are sold all over the world.

Asbestos Products Will Be Installed in New Auditorium in Seattle

THE new civic auditorium in Seattle, Washington, will bring at least five Johns-Manville products before the public, according to contracts secured by the Seattle Office. Rigid shingles, built-up asbestos roofing, acoustical treatment, Asbestocel, and Aquadam will all be well represented in the new structure.

In designing the auditorium and civic center buildings, the architects showed their interest in an attractive and long-lived roof covering, and during this period many types of masonry roof coverings were considered. After many months of work, V. J. Greene, Architectural Representative, Seattle District, convinced the architects, Schack, Young, and Myers, that Johns-Manville rigid shingles were the right roofing.

After these specifications were written and placed in the hands of bidding contractors, a competitive rigid shingle organization sent one of its men all the way from New York to try to get this business. Again Johns-Manville rigid shingles came out on top, and the order for approximately 850 squares was secured.

As the architects' reputation depended upon the proper selection of materials and methods to produce good acoustics, a good many months were spent in considering this matter. So much depended upon the responsibility of the acoustical contractor that the question of actual materials involved was secondary. Johns-Manville was finally selected, and an order amounting to approximately $15,000 was secured.

In addition, the flat roof on the civic center building will be Johns-Manville built-up asbestos roofing, the pipe insulation improved Asbestocel, the dampproofing of walls Aquadam.

A Flash

Boggs—"Is your stenographer a fast worker?"

Wiggs—"She's so fast that she has to use a water-cooled typewriter with an asbestos ribbon."

—Boston Globe.

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Put Your Ideas to Work!

New Suggestion Plan Announced by President Merseles

A SUGGESTION plan whereby all employees of the company may submit ideas regarding the improvement of their work, or of the activities of the organization as a whole, has just been announced by President Theodore F. Merseles.

The suggestions, which are to be written on special forms and dropped into boxes provided for the purpose, will be judged by Suggestion Committees in each division, factory, and mine, and by a New York Headquarters Suggestion Committee. If accepted, they will be paid for in proportion to their value to the company. Local Committee awards will range from two to twenty-five dollars. General Committee awards will range from $25 up to $500. If ideas are submitted that warrant higher awards they will be passed on by the Officers' Board.

Under this plan employees with ideas of their own will be rewarded, and at the same time the management will be better able to determine eligibility for promotion. It will be a means of stimulating the employees to think about the company and their jobs, thus increasing their powers of observation and analysis.

All employees of Johns-Manville may send in suggestions, and cash will be paid for accepted ideas except in the case of management employees, who are defined as members of the Officers' Board; Heads of Departments; Division, Department, and District Sales Managers; Factory Managers and Superintendents; Mine Superintendents; and Staff Specialists and Engineers who are employed by the company especially for development work.

Management employees are excluded from the plan because they have ample opportunity for making suggestions through the ordinary channels. However, they may, if they wish, submit exceptional suggestions regarding matters other than those which come within the scope of their own work.

Practical suggestions on any subject are welcome, and particularly those that reduce hazards and increase safety; improve health and working conditions; improve company spirit; improve methods of manufacture; improve quality or increase production; lead to development of new lines of products; eliminate waste of any kind; increase sales; reduce cost without reducing wages or lowering standard of quality; increase effectiveness of company salesmen; secure new business; improve the handling, packing, and disposition of products; increase the interest of employees in their work; eliminate complaints of any kind; introduce economies affecting office methods, stationery, printed forms, warehousing and stock keeping.

A letter explaining the suggestion plan, sent out by President Merseles to all employees of the company, is printed below.

This plan offers a splendid opportunity for every employee not only to develop himself, but also to help find new and better ways to carry on the business of this company, which has seen 70 years of progress. It is an opportunity, also, to render a better service to Johns-Manville customers in all parts of the world.

To all Employees:

It gives me real pleasure to be able to announce a plan that will enable each employee, no matter what his position, to have a part in the development of the Company's business.

We are all employees working to render a greater and better service to our customers. One of the most important things that each Foreman, Supervisor, Manager and Executive must do as a part of his everyday work, is to find new and better ways of performing this service.

One of the best ways for those of you who are interested in some day having a better position, is to practice now thinking about how YOU can improve everything that you do. Start first with your own job and when you are sure that that is being done in the best possible way, then look about you to find other places where improvements can be made.

To make it easy for you to present these suggestions so that they will be given the care and consideration that they deserve, I have had instructions issued to provide blanks on which to write your suggestions and boxes in which to place them. A suggestion Committee has been appointed for each division, factory, and mine and at the New York headquarters. One of these Committees will carefully investigate your suggestion and will report to you the result.

An award will be given for every accepted suggestion according to merit and depending upon its value. Suggestions of exceptional importance or those leading to inventions will receive special consideration by the General Suggestion Committee at New York.

The Secretary of the Local Suggestion Committee will make out a card record for each indivdiual making suggestions. Over a period of time this record will indcate those employees who are interested and who have the ability to make practical suggestions that can be adopted.

Please read carefully the explanation and rules on the reverse side of the suggestion blank which you will find posted on your bulletin board. Bear in mind that the Secretary of your Local Suggestion Committee will be the only person who will know the name of the employee making the suggestion until after it has been accepted and you are notified.

Keep in mind that you cannot expect to have all your suggestions adopted. Even if in the beginning only one out of ten is finally made effective, I will feel that the plan is a success.

Remember your suggestions for the improvement of this business will always be welcome.

Sincerely yours,

President

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Buffalo Secures Order for Boiler Insulation

The excellent service given by employees in the order, manufacturing, shipping and traffic departments, together with the persistent efforts of members of the Buffalo Office, were the means of securing at least $100,000 worth of business in Johns-Manville insulating sheets from the American Radiator Company at Buffalo recently. In addition a contract was secured for approximately $20,000 worth of special cut pieces of standard Transite asbestos wood, and for several other items which will increase these amounts by about $5,000.

Efforts to secure this business from the American Radiator Company have been made for some years, so it was with a degree of satisfaction that R. T. O'Brien and James G. Fitzsimmons of the Buffalo Office saw the necessary signatures on the contracts. Until two years ago the insulation contracts went to competitors. However, in those years the production of boilers, in which the insulation sheets are used, was not as great as it is now, and the amount of insulation material needed was relatively small.

In 1927 Johns-Manville received its first contract from the American Radiator Company for insulation for one particular type of boiler. Last December, when bids were called for, all large manufacturers of asbestos materials submitted samples of their products and gave quotations.

This is an instance where the cooperation of all departments, executives, employees, and factory was necessary for the successful termination of an objective.

These insulation sheets will be used on the Ideal Red Jacket Boiler, which is a metal-covered, porcelain enamel finished boiler designed for heating homes.

Worry Is So Futile

"By the way, Joe, don't worry any more about the money you owe me for the Johns-Manville roof."

"Why? Don't you want it?"

"Not that, but there's no use both of us worrying about it."

—*Philadelphia Roofer.*



Harvey M. Dowe, Supervisor of Purchases at the Buffalo Plant of the American Radiator Company, with one small section of the dozen or more carloads of insulating sheets shipped from the Manville factory

Transite Smoke Duct of Unusual Design Installed in Roundhouse at Bethlehem

THE General Railroad Department has recently designed and installed an unusually large Transite asbestos wood smoke duct in the new Bethlehem terminal roundhouse of the Central Railroad of New Jersey, at Bethlehem, Pa.

This smoke duct takes the place of the conventional individual smoke jacks ordinarily used for carrying smoke from a locomotive out of the roundhouse into the atmosphere. The use of the smoke duct enables this smoke to be carried from the locomotive stack into a 200-foot chimney where it is expelled, thus removing any possibility of complaints from smoke nuisance in nearby residential sections.

This smoke duct is square in cross section and extends in a semi-circle around the sixteen stalls of the round-house. The smaller end is three feet square increasing by steps to a maximum cross section of five feet square at stall number 16. Two immense rotary blowers draw the smoke from the locomotive stack through a small connecting pipe into the duct, and expel it into the base of the smoke stack outside of the house.

While the individual sections of the duct are straight, the duct conforms to the curvature of the roundhouse by means of special angles between stalls. The joints between sheets and between sections have been cemented to make them practically airtight, and the entire duct is supported on a steel channel framework and braced with creosoted lumber. Clean-out doors are provided at intervals to facilitate removal of soot and dirt which will deposit in the duct.

The duct itself is constructed entirely of Transite asbestos wood, a composition of asbestos fibre and Portland cement united under tremendous hydraulic pressure into a monolithic board. The sheets forming the duct are joined at the corners by the use of square corner posts of Transite and bolts with cupped washers protected by asbestos cement. The expected life of this duct is from 15 to 20 years, but it has been so designed that individual sheets which may be damaged through accident can be removed readily and replaced with ease.

Lost and Found

Mr. Jackson, foreman of the Fibre Department at Manville factory, reports having received in a bag of "C" fibre a tin cup and a sweater. He wonders when he may expect to receive a Canadian.

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When

Employed by Mr. Johns in 1872, W. W. Hanold tells about those very early days

The Office Force Numbered Four—

and the factory could boast of only one steadily employed worker—the Superintendent

W. W. Hanold, active in Eastern Division [illegible] tract work despite [illegible] vividly recalls the [illegible] when asbestos was admixed with anything from sawdust to flour as ingredients for heat insulating materials, and the days when farmers drove up to 87 Maiden Lane with wagon-loads of Staten Island crude asbestos; when asbestos cloth was so precious it was kept in the office safe; and when salesmen helped out in the factory to fulfill promises of delivery.

"I often think of the days when Mr. Johns and myself used to fiddle in the basement with such crude apparatus as a clothes wringer, a tea kettle, and an oil stove, in an effort to find new uses for asbestos. Now the products are taken for granted, as if they just grew."

They did grow, to be sure, but it was slowly, and only after careful nurturing by the early workers in the Johns-Manville Corporation.

[illegible] pictures against the background of experience acquired just after the Civil War, when his boyhood dreams of pirate-fighting became a thrilling reality along the Mexican and California coasts, and his sea travels took him to ice-fringed Alaska and Asia, to the islands of Japan and Hawaii, and to seaports of western South America. This, remember, was in the days when much of the southwestern United States was referred to as "The Great American Desert," when the horse-car and the pony express were common means of travel, when the telephone and other methods of communication were unknown.

In the decade following the Civil War the country was in an unsettled state. The far west was little known, and most of the nation's activities were confined to the states East of the Mississippi. Many persons were out of work, and jobs were hard to find. It was at this time that Mr. Hanold returned to New York after his naval service, and, when his funds began to get low, looked for employment.

His connection with Mr. Johns was the result of a more or less casual reading of the newspaper want ads one morning while waiting for a bank to open. He didn't realize that his reply to the following would have such an [illegible] on his future:

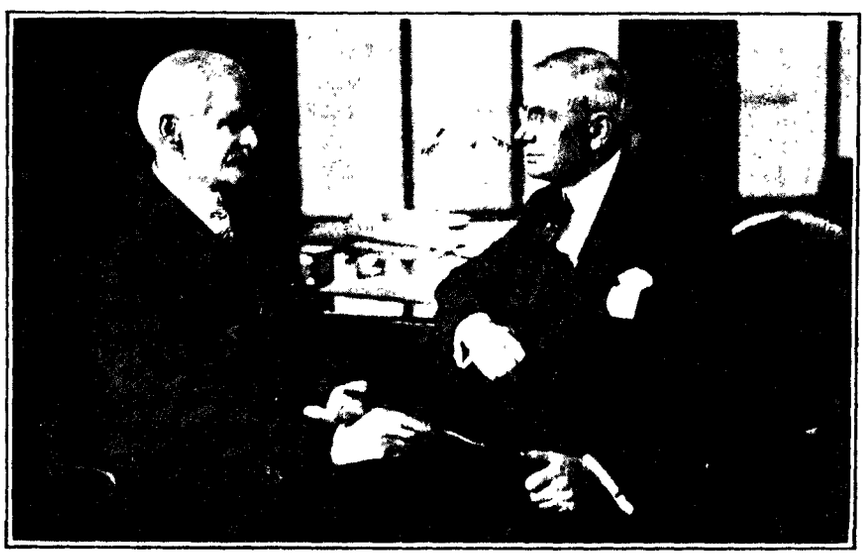
> WANTED—A young man as shipping clerk and porter; one that has had some experience preferred. Address, with references, stating age and salary wanted, box 653, Post Office.

The letter received from H. W. Johns, written by his bookkeeper, Mr. Badeau, asked Mr. Hanold to call for an interview the next day. That was Tuesday, August 13, 1872.

"When I called at the office in William street I was looked over by Mr. Patrick, the manager of the company, and Mr. Johns, the owner," says Mr. Hanold. "They told me to report to work the next morning. Mr. Johns, Mr. Patrick, and Mr. Badeau comprised the office force. I was the addition.

"It turned out that shipping was but a small part of my duties. The main part was answering mail requests for samples and information regarding our products. When the weather grew colder I had to get down earlier than the others, in the morning, to start a fire in the old iron stove in the middle of the office. Later, however, a porter was employed, and I was relieved of that.

"When the building space then oc-



The original letter in response to Mr. Hanold's application for work with H. W. Johns was framed and presented to Mr. Hanold recently by President Merseles

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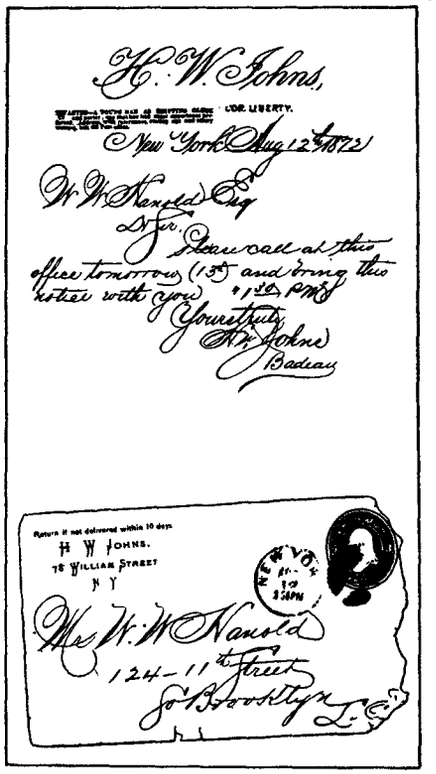
cupied is contrasted with the present organization's buildings and factories, the growth of the business is astonishing. The store and office were on the ground floor of one of the old-time commercial buildings, No. 78 William street, corner of Liberty. One side of the store was used as storage space for our goods, and on the opposite side were carboys of various kinds of acids manufactured by our co-tenant, the Phoenix Chemical Company.

"The store was dark and gloomy, with no light except that which penetrated from the front doors when they were open; when the weather was stormy or cold, they were kept closed, and then there was but one glimmering gas light for illumination. The rear end of the store was partitioned off with glass, one-half of which—a space about 25 by 15 feet—was occupied by our company. The other half was occupied as an office by the chemical company. In addition we had the use of half the basement, in which we assembled our purchases of raw materials for the factory, and stored our manufactured goods until they were shipped to customers.

"The factory at that time was a temporary building of corrugated sheet iron on a wooden frame in West Eighth street, Long Island City, then known as Hunter's Point. As it was located on a filled-in swamp, people often jokingly remarked that some day we would find the building sunken in the marshy ground unless supported with piles. We frequently had to brace the corner posts and sills to prevent sagging. The superintendent of the factory, a Mr. Bartlett, was the only full-time employee there. As at that time there was not sufficient business to keep a factory force steadily employed, we picked up help in the neighborhood for several days at a time, discharged them when the work was finished, and then waited until enough orders had accumulated to warrant a fresh start.

"Although Mr. Johns' business was established in 1858, very little progress was made until the 70's, because of conditions brought about by the Civil War.

"In the early 70's the general public was not as familiar with asbestos as it is today. Our salesmen always carried samples of the crude mineral


H. W. Johns,
COR. LIBERTY.
New York, Aug 12 1872
W. W. Hanold Esq
Dear Sir. Please call at this office tomorrow (13th) and bring this letter with you. 1:30 P.M.
Yours truly
H. W. Johns
Badeau
Return if not delivered within 10 days
H. W. JOHNS.
78 WILLIAM STREET
N. Y.
Mr. W. W. Hanold
124-11th Street
Jo Brooklyn L. I.

The original letter from Mr. Johns, penned by his bookkeeper

in order to be prepared for the invariable reaction of the prospect: 'Asbestos—what is it?' Previous to the discovery of the Canadian 'Chrysotile' variety of asbestos in the late 70's, all our experiments and efforts were confined to utilizing the 'amphibole' variety, commonly called 'southern asbestos.'

"The materials we then made were roofing, which was not wholly developed, a roof cement and roof coating, and an asbestos cement felting for pipe and boiler-covering.

"Looking backward, I realize now that Mr. Johns was certainly gifted with a vision of the future possibilities of the applicability of asbestos. Rarely a day passed that he would not discover a new field for its possible uses, or some improvement by a combination of asbestos with other materials. The immediate result of these discoveries would be prolonged experiments in the basement of our store, and when, after patient admixing of asbestos with an endless variety of other ingredients, a seemingly satisfactory result was obtained, Mr. Johns was in high glee. But often something slipped when the attempt was made to produce the material on a large scale.

"As an instance of this experimenting, I vividly recollect spending many hours with Mr. Johns in our basement, endeavoring to evolve an improvement in what was then known as 'ready roofing.' Our equipment for these experiments consisted of an oil stove, a tea kettle with a flattened spout in which we heated the pitch, and an ordinary clothes wringer. The intent was to combine a layer of previously saturated wool-felt paper with a layer of Jute burlap and a layer of Manila paper by means of intermediate layers of hot pitch, and then coat the combination on one side with a layer of fibrous asbestos, the whole to form a strong flexible, fire-retardent sheet.

"No doubt the solution of our problem would be almost laughably easy for our present capable roofing experts, but I can assure them it was no laughing matter to us. Mr. Johns would guide the fabric into the rubber clothes wringer with one hand, while pouring the hot pitch out of the tea kettle with the other, and I would turn the crank of the clothes wringer with one hand and guide the saturated wool felt with the other. After this, using hot pitch, we would coat by hand the upper surface of the combination and imbed in it a layer of asbestos fibre. While still warm we would pass the sheet again through the rollers in order to attach and imbed the asbestos firmly to the surface.

"What with the lack of ventilation in the basement, and the heat from the oil stove, together with the acrid fumes from the pitch and the constantly recurring difficulty of keeping the pitch from gumming the rollers, our job was not an easy one. When we got through our soiled and smutty hands and clothing certainly unfitted us for any 'full dress' occasion. Sometimes we also accumulated a number of scalds on hands or arms from the hot pitch. However, with some modifications, the outcome of the experiment was a success, and many thousands of squares of roofing made after this formula were sold.

[Mr. Hanold will continue his story in the next issue. All employees who have had long service with the company are invited to contribute similar material.]

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KENNETH MOORE
Editor

The J-M CIRCLE

MARGARET S. GOBLE
Managing Editor

Associate Editors

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H. W. Kiel, *Central*	E. Belsom, *Gretna*
E. Nelson, *Western*	E. C. Hopkins, *Nashua*
E. N. Chrysler, *Pacific*	C. K. Dillingham, *Manville*
G. A. Reynolds, *Foreign*	E. L. Adams, *Pittsburg*
G. H. Meredith, *Canadian*	J. E. Begert, *Waukegan*

Published by, for and about the employees of
Johns-Manville Corporation

The J-M Circle

The J-M Circle, as its name implies, is to be a medium for the interchange of information and ideas among all Johns-Manville employees. Its columns will give us an opportunity to discuss our common interests—all those bonds that unite us into one large group, one big business family. Through these columns the widely scattered members of the family will be kept in close touch with the "home folks" and with each other.

In other words, this new monthly magazine has not been designed for any one group of employees, but for Johns-Manville men and women from Canada to South America, from San Francisco to Boston. It is an effort to foster the family spirit in our business.

From the earliest times man has found pleasure in his associations with other men, has learned that through these associations, with their attendant interchange of ideas, he has developed, and society has benefitted. Today, with such a variety of interests and endeavor in the world, leaders seek to bring together men and women whose work is closely related. We find this in our professional and business clubs, in our trade papers and magazines.

Here we have a further classification—an interest in one company that enables us, as a group, to render a worthwhile Service to our Customers. It is the purpose of the J-M Circle to bring about, within this smaller sphere, a broadening of interests. Instead of confining our associations to one small group, we will become acquainted with the personnel, the policies, and the resources of a tremendous organization. And through this we will benefit not only ourselves, but all those who come within the larger circle of Johns-Manville Service.

There is always a reason, in the man, for his good or bad fortune, and so, in making money. Men talk as if there were some magic about this, and believe in magic in all parts of life. The successful man knows that all goes on the old road, pound for pound, cent for cent—for every effect a perfect cause—and that good luck is another name for tenacity of purpose.

—*Ralph Waldo Emerson.*

This Is *Your* Magazine

The more news the J-M Circle contains, the more interesting it will be to every employee of the company. That is almost axiomatic. How much news it prints, and what kind of news that is, depends, to a great extent, upon *you*.

A staff consisting of an editor and managing editor in the home office, an associate editor in each division office, mine and factory, and a reporter in each district and sales office and factory building, will make every effort to get news of company and employee activities throughout the Johns-Manville organization. But even this large staff will be handicapped unless every one of you cooperates. This means that you, as a Johns-Manville employee, should consider yourself a contributor. If you hear bits of news, jot them down. If you get an idea for a news feature, pass it on to the reporter. If you feel like expressing your own ideas, submit the resulting article to one of the staff. Remember this: news that is interesting to you is almost certain to be interesting to every other member of the Johns-Manville family.

We want to publish just the kind of magazine you like to read, the kind of magazine you'll be proud to take home to your family and to show to your friends. If you think we're hitting the mark, please tell us so; if you have any criticism to offer, tell us, frankly, what it is. Constructive criticism, even though it may not be closely followed, is always helpful.

After reading this, the first issue, give us your ideas about the magazine. It is yours, you know.

Organizing Your Ideas

All of us have—or at times get—ideas, but few of us make any attempt to organize them. They come and go, and many of them, to quote Mr. P. G. Wodehouse, have no more practical value than a hiccough. But if we considered these ideas seriously, and put several of them together, we might occasionally have a real suggestion for improvement.

The plan explained briefly on page 6 should encourage us to organize these scattered thoughts.

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George A. Nicol, Jr., Is Now a Vice President

George A. Nicol, Jr., General Sales Manager of the Railroad and Government Department, was recently elected a vice president of Johns-Manville Corporation.

Mr. Nicol has been with the company since January, 1909, when he entered the Baltimore Office as railroad representative. Three years later he was transferred to New York as Eastern Assistant Manager of the Railroad Department, and in 1920 he was promoted to Eastern Manager of the same department. In 1924 he was made General Manager, Railroad and Government Department.

Mr. Nicol was born in Providence, R. I., and was educated at Mount Pleasant Academy, English High School and Rhode Island School of Design. He served a special apprenticeship at the Rhode Island Locomotive Works and subsequently was a locomotive designer with the American Locomotive Company. In March, 1904, he went to Louisville, Ky., as locomotive designer for the Louisville and Nashville. Later he specialized in car designs. From August, 1905 he was with the Baltimore and Ohio as designing engineer in the mechanical department at Baltimore.

J. T. Spicer Elected President of Brake Lining Association

J. T. Spicer, Staff Manager of the Automotive Section of the Merchandising Department, New York, was elected president of the Asbestos Brake Lining Association at the January meeting.

Mr. Spicer is also chairman of the Trade Relations Committee and a member of the Merchandising and Standardization Committee of the National Standard Parts Association. Before coming to Johns-Manville he was General Sales Manager of the Thermoid Rubber Company for six years and contact man in the advertising field with Atkin Kynett of Philadelphia for three years.

The Association, which is about four years old, includes manufacturers of national and international reputation—practically 95 percent of the brake-lining manufacturing industry. Heretofore its chief reason for existance has been the yearly publication of a brake lining and clutch facing data book of sizes, and help in furthering safety campaigns, but this year will see the Association well on its way toward the accomplishment of a very definite and comprehensive plan of benefit to the automotive industry.



George A. Nicol, Jr.

CLARENCE W. CARLISLE

Clarence W. Carlisle, Sales Manager of the Boston District, died Saturday, February 25, at his home in Wollaston, Mass., after an illness of five weeks.

Mr. Carlisle joined the H. W. Johns-Manville Company on November 29, 1901, as a stenographer. Because of his marked ability he was later promoted to a Manager of the Pointer Department. He then was promoted to the Insulation Department, to Assistant Branch Manager, and in September, 1927, was appointed Sales Manager of the Boston District covering the New England territory.

Mr. Carlisle was a member of many organizations, including the Boston City Club, Chamber of Commerce, Boston Rotary Club, Wollaston Lodge of Masons, Wollaston Royal Arch Chapter, Boston Council, Quincy Commandery, Knights Templars, Shriners' Council Wollaston Neighborhood Club and the Men's Club of Wollaston Congregational Church.

He is survived by his wife and five children, Muriel, 16; Richard, 12; Caroline 10; Helen, 9; and Ruth, 7.

The death of Mr. Carlisle was a shock to his friends and business associates, not only in New England but also in New York and other parts of the country. The entire Boston Office organization as well as officials from New York attended the funeral services. His death is keenly felt by all who were associated with him.

Advertising Department Becomes Sales Promotion

The Advertising Department was changed, on February 1, to the Sales Promotion Department, which now comprises the Advertising, the Market Analysis, and the Display Sections.

A. V. Farr, formerly Vice President of the Chrome Alloy Tube Corporation, is Manager of the new department, and takes the place of W. S. Lockwood, Advertising Manager, who resigned and is now touring in Europe. Mr. Farr was at one time Vice President of the A. C. Nielsen Company in Chicago, and was later Advertising Manager of S. K. F. Industries.

Mr. Farr will be assisted by Ken R. Dyke as Advertising Manager and George L. Adams as Assistant Advertising Manager. For the past 10 years Mr. Dyke has been with the United States Rubber Company, where he was in charge of advertising for the Mechanical Goods Section. Mr. Adams, lately with the George L. Dyer Advertising Agency, has had experience in advertising with the Shredded Wheat Company, Whiting and Company, and the Diamond Chain Company.

Dinner at Pittsburg, California

In line with the sales promotion campaign being conducted by the San Francisco District, a dinner was given in the Hotel Los Medanos, Pittsburg, California, on February 24, for the purpose of bringing together distributors of J.-M. rigid asbestos shingles and roofings, and building contractors from the eastern part of Contra Costa County.

About 40 men were present, including E. H. Clausen, District Sales Manager; E. E. Cathcart of the San Francisco Office; J. A. Csupak, salesman at Pittsburg; and Mr. Deam and department heads and foremen of the Pittsburg factory.

Denver Office Moved

On February 20, the Denver Office was moved to the second floor of the Midland Savings Building, Seventeenth and Glenarm Streets, Denver. The old familiar gold and black sign is heralding from its new location "JOHNS-MANVILLE SERVICE COVERS THE CONTINENT."

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Here and There in the Field

Winnipeg Salesmen Hold Semi-Annual Gathering

The semi-annual gathering of Winnipeg District salesmen was held in Winnipeg during the last week of January, coincident with the convention of the Western Retail Lumbermen's Association. A. M. Taylor, and G. W. Crozier, salesmen, were in from Calgary and Regina respectively, and J. A. Bradley, Sales Supervisor of the Industrial Roofing, Building Materials, and Acoustical Departments, Toronto District, visited at the same time.

Many valuable discussions were held relative to improved methods of marketing Johns-Manville products in the West, which holds problems probably not encountered elsewhere, particularly in roofing.

These discussions show the salesman that his problems are the problems of the organization and that he is not playing a lone hand, while the executives obtain a clearer conception of the conditions which actually exist on the firing line.

Architects' Building Opened

The formal opening of a new Architects' Building has just taken place in Los Angeles. This is a 12-story Class A Building, in which a large number of prominent Los Angeles architects are now housed. The two lower floors and basement are used for a permanent display of building materials. Johns-Manville is well represented by a booth roofed with rigid asbestos shingles.

Twentieth Anniversary Celebrated

On Friday evening, February 23, the Holekamp Lumber Company, roofing and building material distributor in St. Louis, gave its annual banquet for the Johns-Manville executives and sales force in the St. Louis District. It was the twentieth anniversary of the company, which was organized by the four Holekamp brothers in 1908.

R. C. Harden, Sales Manager of the Western Division; J. B. Stevens, Sales Manager of the Merchandising Department; C. O. Roome, Sales Manager of St. Louis District; and J. C. C. Morris, Special Representative at St. Louis, were present, and responded when Carl Holekamp, President, called upon them for speeches.

After considerable discussion of Johns-Manville materials and policies, Mr. Holekamp said, in bringing the meeting to a close, that the principal purpose of the banquet was to bring about ways and means of increasing sales in 1928. It is the ambition of the Holekamp Lumber Company, he declared, to increase the sale of Johns-Manville materials 50% over the 1927 total. If accomplished, this would mean the purchase of more than 150 cars of Johns-Manville roofing in 1928.

"Speed Plus Efficiency"

Acoustical treatment for the auditorium in the Masonic Hall, El Centro, California, was recently sold to the Board of Trustees of the organization. While the order was not, in itself, outstanding, the speed plus efficiency with which the matter was handled was exceptional. W. F. Steigerwald, general salesman, and L. A. Brinker, Engineer in Industrial Flooring, Los Angeles District, started solicitation for this business in the morning and had the order in their possession by evening.

Improved Gutter Is Sales Aid

Contract for the roof of the Firestone Tire and Rubber Company's new plant in Los Angeles has been secured by the Los Angeles office.

One very large factor in the securement of this business was that Frank C. Kitson, architectural salesman, was able to show them an improved gutter, designed by him. The Firestone Company's requirements called for copper in gutters, but through this special design, Johns-Manville base flashing material and asbestile counterflashing were adopted to the complete satisfaction of the Firestone engineers. This was an important item for it consisted of practically 311 squares of gutter.

"Story of Asbestos" Film Shown to Interested Groups

The motion picture film "The Story of Asbestos" has been shown before a large number of people recently.

R. B. Ross, salesman of the Syracuse District, has conducted several meetings at which the film has been very favorably received. Sixty-three members of the National Association of Power Engineers viewed the film at their February 1 meeting in the Syracuse Labor Temple. Several weeks later it was shown to a group of 97 members of the International Union of Stationary Engineers, Syracuse Local, at the same place. On February 24 it was shown in the Oddfellows' Temple at Fulton, New York, to 43 engineers and executives of mills in Oswego County.

The Boston Office reports the showing of the film at the Massachusetts Institute of Technology, Cambridge, before 200 students of the chemical classes.

About 1,500 students of Central High School, Memphis, saw the film in the school auditorium. The students were enthusiastic over the samples of crude asbestos distributed at that time by Fay Jarvis, Sales Supervisor, and Gus Longmotti of the Memphis Office.

Distributors Hear Talk

The Scott Graham Company of St. Mary's, Pa., distributors and jobbers for roofing, insulation and power specialty materials, gave a dinner February 23 for a number of engineers and purchasing agents. L. B. Page, Sales Supervisor, Erie District, gave a talk on asbestos.

Sales Objectives Discussed

As a means of increasing sales, Thomas H. Russell, Sales Supervisor at Toledo, has established a monthly sales meeting, held the first Friday evening in each month. Monthly sales objectives are discussed, and each salesman follows with a talk on a subject foreign to his regular work.

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An effort is always made to have one of the Division officials present. George E. Grimshaw, Sales Supervisor of the Insulation Department, Central Division, was the guest at the February meeting.

Good Service Brings Contract

A contract for the installation of built-up Hairfelt insulation in the plant of the Memphis Cold Storage Warehouse Company has just been closed by Gus Longinotti of the St. Louis District. The contract amounted to about $5,000.

It is thought that one of the biggest helps in securing this contract was the responsibility assumed by Johns-Manville in repairing a Hairfelt job on which the company was only morally responsible. Mr. Goodman, who gave Johns-Manville the Memphis Cold Storage Warehouse Company job, was well aware of the trouble, but he was also thoroughly sold on the fact that Johns-Manville would take care of its responsibility whenever its recommendation for handling a condition was accepted.

"Get-Acquainted" Dinner Held

In order that the sales force of the Ormsby Roofing Company, South Boston, might become better acquainted with Johns-Manville and Johns-Manville rigid asbestos shingles, a dinner meeting was arranged for February 23 at the Boston Chamber of Commerce. Representatives of the Johns-Manville distributor, the Downes Lumber Company of Boston, from whom the Ormsby Company purchases shingles, were also the guests of Johns-Manville.

Following dinner, the film, the "Story of Asbestos" was shown. J. O. Boylan, Sales Manager of the Merchandising Department of the Eastern Division, then gave a very effective talk on Johns-Manville rigid asbestos shingles.

J. C. C. Morris Makes Talk

J. C. C. Morris of the Memphis Office addressed the salesmen of N. O. Nelson Manufacturing Company and Crane Company in the interest of Johns-Manville insulating materials, at their February meetings.

W. M. Hiller "Comes of Age" in Service with Company

February 13 of this year commenced just like any other day for W. M. Hiller, Vice President and Sales Manager of the Canadian Division. It was the "thirteenth" to be sure, but what of it? He had passed many a "thirteenth" safely.



W. M. Hiller

But that particular thirteenth marked his "coming of age" in Johns-Manville service, and twenty-one years is the long-service record for the Canadian Division.

In recognition of the occasion the Toronto Staff presented Mr. Hiller with a Jensen bowl of exquisite design and curious workmanship, which is a replica of the Luxemburg bowl. Mr. Hiller is a collector of rare bric-a-brac and old silver, and this gift, it is said, satisfied a secret wish of his.

Secures Orders for Tank Tops

E. M. Naylor of the General Oil Industry Department, secured orders for Vapor-Tight insulated tank tops, amounting to approximately $35,000 worth of business, as a result of a recent extensive trip through the West Texas oil fields.

Achieving the "Impossible"

A plan whereby the "impossible" might be accomplished was recently put in effect in Los Angeles Office.

At a sales meeting held January 2, all salesmen were called upon for lists of the things in their territory which they would like most to accomplish this year but which seemed beyond their reach. Copies of these lists were later sent to the salesmen and to those in the organization who might be able to lend their assistance. The idea was to discuss these impossible things and bring them to the attention of those who could be of help, and thus, with the combined energies of all salesmen and department men, accomplish some of them. The effectiveness of the plan is shown by the fact that six of these practically impossible things have already been accomplished.

Omaha Salesman Active

O. F. Dotson of the Omaha Office secured two very nice orders in South Omaha recently, the one an acoustical job from the Union Stock Yards National Bank, and the other a Class "A" built-up roof from Swift and Company. Mr. Dotson experienced keen competition on the acoustical job.

Contractors Open New Office

Prillaman-Adler, Incorporated, approved Johns-Manville contractors at Joliet, Illinois, have opened an office at Davenport, Iowa, to serve Davenport, and Rock Island and Moline, Illinois. Jack Prillaman was formerly a Johns-Manville salesman.

New Orleans Salesmen Meet

A sales meeting of the New Orleans District salesmen was held Saturday, February 25, in the Roosevelt Hotel, New Orleans.

The meeting was opened by John M. Taylor, Sales Manager of the Southern District and turned over to R. C. Harden, Sales Manager of the Western Division, who presided. Some very instructive and interesting talks were made by the following men of the Chicago Office: T. C. Greenwood, Sales Manager of the Industrial Department, A. J. Duaei, Sales Supervisor, H. L. Faust, Sales Supervisor of Automotive Section, F. W. Decker, Sales Supervisor of Insulation and Power Specialties, J. B. Stevens, Sales Manager of the Merchandising Department, F. Wakem, of New York made a very impressive talk on power specialties.

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Within the CIRCLE

Eastern Division

A. R. GIBBONS, *Associate Editor*

Mr. and Mrs. T. J. Hallahan celebrated their fifth wedding anniversary on February 11. Mr. Hallahan, insulation salesman in the Albany District, who has been with the company eight years, was formerly connected with the Boston Office.

Barton Cobb, salesman of building materials in Buffalo Territory, claims to have plans under way whereby he expects to sell at least 14 carloads of built-up roofing before June 1.

R. Lugenbuhl, formerly of the General Automotive Department, has just been transferred to the Newark District.

H. P. Rankin, Sales Manager of the Eastern Division, and J. O. Boylan and G. V. Dutney, Sales Managers of the Merchandising and Industrial Departments, respectively, visited the Wilkes-Barre Office on February 27 and 28. A "get-acquainted" session in the morning and at noon, was followed by a brief sales conference.

A. S. Royal has been promoted to Sales Manager of the Philadelphia District.

Central Division

H. W. KIEL, *Associate Editor*

Louis J. Karnock has been added to the Cleveland City Sales Office as junior salesman to assist Fred D. Dougherty in the sale of power specialty products.

J. W. Blemker, who has been selling Insulation and Power Specialties in the Columbus Sales Office territory, is now Technical Assistant to George E. Grimshaw. He succeeded H. C. Esgar, who resigned.

Harry W. Kiel, formerly of the Cleveland City Sales Department, has assumed new responsibilities as Supervisor of the Central Division Sales Promotion Section. Don A. Noville has been promoted to succeed Mr. Kiel. He will have charge of house roofing sales through Distributor channels.

This Distributor unit has also added Glenn M. Thurston, who will divide the burden of direct consumer sales with Paul B. Schardt.

Mrs. T. H. Russell, wife of T. H. Russell, Sales Supervisor of the Toledo District, delightfully entertained the wives of the Toledo salesmen at her home the evening of the February sales meeting. The men came later.

E. W. Rosenberger, who has just been promoted to Sales Manager of the Pittsburgh District, visited the Johnstown Sales Office recently when K. F. Wiederkehr, entertained with a dinner. At this time Mr. Rosenberger announced that Mr. Wiederkehr had been transferred to Youngstown as Sales Supervisor. H. E. Smith, formerly roofing salesman in the Johnstown territory, will succeed Mr. Wiederkehr.

W. V. Wetterstein has been added to the Johnstown Office as roofing salesman to succeed H. E. Smith.

Western Division

E. NELSON, *Associate Editor*

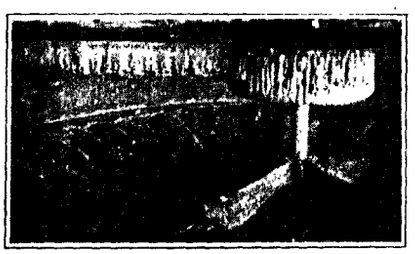
T. E. Gossett, oil industry salesman, has been spending most of his time in Dallas assisting various salesmen in closing some very large orders.

C. O. Johnson, Dallas salesman, made a very interesting talk at a February sales meeting of the Murray Company, distributors of Johns-Manville power specialties. It is said he was assured additional loyal support from the Murray sales force, because of the manner in which he presented the facts concerning the Johns-Manville line.

F. J. Wakem of the Power Specialty Section of the General Industrial Department, New York, was a visitor at St. Louis two days during the week of February 20. In company with J. H. Bedser, salesman, he visited several Johns-Manville accounts.

The St. Louis Office recently secured an order for more than $30,000 worth of moulded brake lining from the Wagner Electric Company. While there was nothing unusual in this order, nevertheless, orders like it do not come every day, reports St. Louis.

The following wire was recently received in the St. Louis Office from Hugh Rainey, salesman, who lives in Joplin, Mo.: "Very happy to announce the arrival of a pretty seven-pound black-eyed baby girl. Mrs. Rainey doing nicely."



Dorr thickener at Waukegan photographed after a 14 months' run shows a scale deposit of from eight to 12 inches thick. This thickener originally cleaned once in three months, then twice yearly, is now cleaned only once a year with resultant savings in labor and production. Thickeners of this type are "settling basins" for liquids containing a floating solid.

M. E. Duncan, one of the Industrial Department salesmen in Tulsa, has been very successful in selling insulation for oil field boilers. He sold upwards of 150 jobs in the period from the middle of December to the end of February.

J. G. Mason, Jr., Merchandising salesman in Tulsa, has sold Transite corrugated for reroofing a beautiful school on the outskirts of Tulsa. As a tile roof had been specified and purchased for this building, Mr. Mason is being given special credit for getting his prospect to put Transite under the tile.

The Tulsa Office has been moved to 1010 Midcontinent Building, Tulsa, Oklahoma.

Paul D. Wittemore, Louisville city salesman who was formerly of Indianapolis, has been transferred to territory in Illinois, with headquarters at Peoria. He will take the place of Arthur H. Neiner, who has resigned. Mr. Wittemore is succeeded at Louisville by Harry C. Green, formerly of the Chicago Construction Department.

The sympathy of the Chicago District employees is extended to Miss Gertrude Ackerman, stenographer in the Chicago Railroad Department, and to Mrs. Marie Ackerman Nelson, formerly stenographer in the Chicago Insulation and Power Specialties Section, in their bereavement at the death of their father on February 25.

T. W. Stevens, who for several years has been selling the general line in Indiana, has been made a Special Representative for roofing and building materials in the Western Division Merchandising Department.

In the latter part of 1927, W. G. Wendland of the Western Division Electrical Section, lent some technical assistance to J. E. Bowell, Minneapolis representative, on an underfloor duct system, which was being contemplated by the Chamber of Commerce, Minneapolis. Mr. Bowell was successful in closing this contract which amounted to approximately $15,000, in the latter part of January of this year.

Delegates from all parts of the United States attended the National Association of Practical Refrigerating Engineers' banquet at the Peabody Hotel, Memphis, February 8. Fay Jarvis, Sales Supervisor, and Gus Longinotti of the Memphis Office, were on hand to represent Johns-Manville. Representatives from practically every supply house in the city also attended.

W. H. Fogarty, Sales Manager of the Chicago District, conducted a sales meeting at the Minneapolis Office on January 4, at which time he announced that H. B. Harden would assume duties as Sales Supervisor of the Minneapolis Office on that day. Mr. Harden was transferred from the Des Moines Office, where he was Manager in 1927.

H. B. Harden, Sales Supervisor of the Minneapolis Office, and R. A. Messner, representative, held a carpenter-contractors meeting at the Central Lumber Company's yard at Glencoe, Minnesota, January 26.

J. W. Kelley of the Omaha Office received an order on February 23 for a car of roofing materials which was the sixth

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ar for the National Roofing Company at Omaha to purchase in that month. The National Roofing Company is the Johns-Manville distributor and approved roofer in Omaha.

The Black Hills in South Dakota where the "Summer White House" is located, have been added to J. F. Wimmer's territory. Mr. Wimmer sold the first five homes to be roofed with asbestos shingles in the Black Hills on his first trip there in February, and he says that on his next trip he will endeavor to sell asbestos shingles for the "Summer White House."

Douglas Brooks, automotive salesman of Texas, has made an exceptionally fine record in his 10 month's service with the company. In that time he has established four new jobbers; and 150 Keystone Service Stations; has sold 136 brake lining machines; and has sold an average of more than 20,000 feet of brake lining monthly.

J. M. Taylor, Sales Manager for the Southern District, and R. N. Stroup, Sales Supervisor of Texas, were visitors in the Dallas Office recently.

R. A. McClenaghan, salesman in the Fort Worth territory, recently secured a nice insulation contract from Armour and Company, Fort Worth.

E. L. Tucker of the Austin territory and F. A. Sanders, who handles state and government business, recently secured the W. A. Tips Hardware Company of Austin, Texas, as distributors of Johns-Manville power specialty materials.

H. H. Conger and J. A. Devries, West Texas representatives, have been successful in closing up an order for four Vapor-Tight insulated tank tops for one of their big oil accounts in West Texas.

H. B. Harden, of the Minneapolis Office, spent 10 days in February with J. F. Wimmer, representative covering South Dakota. In that time they secured five carload orders for asbestos shingles, built-up roofing materials and asphalt roofings.

During 10 days in February R. A. Messner, salesman for Duluth, closed two acoustical contracts, one for the Spink County Courthouse at Redfield, South Dakota, which amounted to about $1,500, and the other for the David C. Bell Investment Company of Minneapolis which totaled nearly $2,000.

H. C. Green, salesman in the Louisville territory, recently sold 83 sets of sea rings and a quantity of other packing to the Louisville Refining Company.

Pacific Division

E. N. CHRYSLER, *Associate Editor*

On February 1 the Eastern Washington and Oregon territory was split up, making a new territory from Yakima down through Walla Walla to Burns, Oregon. Glen C. Hubbard was transferred from the Northern Oregon country to the new territory. A. C. Wilson, former automotive salesman in Seattle, is taking over the territory formerly handled by Mr. Hubbard, and will make his headquarters at Portland. H. L. Hall will handle automotive accounts in both Oregon and Washington.

Carl Duratti, Public Utility salesman of Los Angeles District, secured an order for fibre conduit from the Bureau of Power and Light which amounted to nearly $30,000.

H. Bunsen Heyn, Oil Industry salesman of Los Angeles District, secured an order for approximately 5,300 squares of Brooks roofing from the Atlas Roofing Company to be used on two oil reservoirs being built by the Roxana Petroleum Company in West Texas. The order amounted to almost $30,000.

D. A. Brownlie, roofing salesman for the city of Portland, was married on December 31 to Miss Vay Parker of Portland. Mr. Brownlie began his Johns-Manville experience in Honolulu, and has been with the Seattle District sales force two years.

Guy A. Barker, Pacific Division Manager of the Electrical and Public Utilities Departments, was in Seattle District for a couple of weeks in February, helping out with problems in his line.

A salesmeeting for all Seattle District men was held in Seattle on February 3 and 4 for the discussion of new policies and plans for 1928. Everyone left for his own field with new enthusiasm.

H. F. Gehring, Acoustical and Public Utility salesman in the city of Seattle, won the prize for Seattle District in the contest conducted in the last three months of 1927, by P. A. Andrews, Sales Manager of the Pacific Division. Mr. Andrews offered a prize to the salesman in each of the three districts making the greatest percentage of his quota for that period. Mr. Gehring received a watch for his record of 135 per cent.

To give Johns-Manville customers better service, it has been decided that all Seattle District billing shall be done in Seattle, instead of in San Francisco. Miss Helen Petersen has joined the office force to assist Miss Elizabeth S. Crane in the Order and Billing Department.

Howard Noack has been promoted from Junior clerk in the San Francisco District Office to roofing work under G. G. Ashwell. Thomas Harris has taken his place.

Raymond Coster, who formerly handled city delivery service in the San Francisco District Office, has been transferred to the Warehouse Department.

Edward E. Cathcart has been transferred from the Sales Promotion Desk to shingle demonstration work for contractors in the San Francisco District. He was succeeded by Mrs. Laura Swanson.

H. L. Mayers has been added to the sales force of the San Francisco District.

Manville Factory

C. K. DILLINGHAM, *Associate Editor*

A very large and merry crowd attended the dance given by the office force of Manville factory, at Hotel Asbestos on Friday evening, February 10. The music was exceptionally peppy and everyone had a gay time. Employees from any of the branches or factories are always welcome at these social affairs.

Universal Craftsmen, Council of Engineers No. 59, of Bound Brook, at a recent session elected the following employees of Manville Factory to these offices: Worthy Chief, Claude Schollenberger; Treasurer, C. E. Kelly; Secretary, Mervin R. Baxter; and Guard, John F. Rusinko.

The third anniversary dance of the Manville Social Club, Incorporated, will be held at Liberty Hall, Manville, on Saturday evening, April 14. Music by Carl Hartman's original Jersey Ramblers will appeal to all who love to dance. The two previous anniversary affairs are well remembered by the Club members.

Nashua Factory

E. C. HOPKINS, *Associate Editor*

S. Collier, Chemist at the Waukegan factory, was a Nashua visitor February 27.

A. B. Saunders of the Chemical Department, Nashua factory, was a recent visitor at Pittsburg, Pa.

Fred Gagnon of the Nashua factory has just returned from Bethlehem, Pa., where he supervised the erection of a large smoke duct for the Central Railroad of New Jersey.

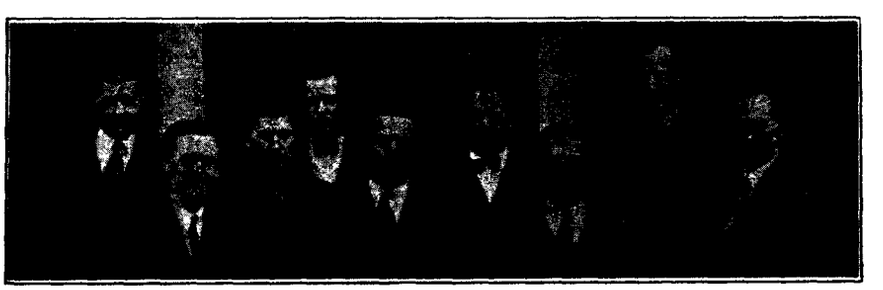
Waukegan Factory

J. E. BEGERT, *Associate Editor*

John Buttera is a new employee in the Packing Building.

Bernard Swisher, weaver in the Textile Department, was married to Miss Grace Richardson of Zion City, Illinois, on February 11.

A. L. Scheribel, machine tender at the



Editorial staff of the J.-M. Circle at Waukegan factory. Back row, left to right: H. J. O'Brien, Cement and Rock Wool; A. F. Kittell, Magnesia; W. C. McGinnis, Pipe Covering. Front row: J. A. Godin, Packing; J. E. Begert, Associate Editor for the factory; J. A. Buckles, Roofing; R. M. O'Hanrahan, Office.

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Paper Mill, is the father of a son born February 5.

Abe Kraak, formerly assistant foreman of the Machine Shop at Waukegan, is now master mechanic at the Cincinnati factory. The Midwest Power Show held in Chicago recently, was attended by a large number from the factory.

A number of promotions have been made in the Shingle Plant recently. C. L. Bates, formerly Superintendent of the Shingle Plant, is now in charge of both the Shingle and Roofing Plants. William Gerrity has been appointed Assistant Superintendent of the Shingle Plant. V. G. Hartman succeeded him as foreman. A. F. Smoot, foreman in the Wood Company, is now assistant to Mr. Gerrity. August Schilling is in charge of the Punch Department.

Gretna Factory

E. Belsom, *Associate Editor*

Theodore J. Schleuter, Master Mechanic at the Gretna factory, has put two new automatic plate cleaners into operation. The machine can be adjusted to take care of 80 plates per minute. Each machine is operated by one man.

Asbestos, Quebec, Factory

George L. Fuller, *Associate Editor*

H. K. Sherry, Mine Superintendent, attended the meeting of the Canadian Institute of Mining and Metallurgical Engineers held recently at the Chateau Frontenac, Quebec City.

W. F. Simpson, Engineering Department, has recently been working with the Mine Department Staff as assistant to the Mine Superintendent.

Gordon G. Clark, formerly general foreman of the Machine Shop, was appointed acting Mill Superintendent commencing April 1. Harold G. Ross, who has been assistant general shop foreman for the past four years, will succeed Mr. Clark.

C. H. Shoemaker, Vice President and General Manager in charge of Mines and Factories of the Canadian Johns-Manville Company, Limited, arrived from New York Monday evening, March 12.

A hockey match was held on March 12, when the Asbestos Amateur Athletic Association met Dennison's Mills.

A "poverty dance" was held in the club house March 16 for the benefit of the Hockey Club.

Le Department des Moulins offre leurs sympathies à Messieurs Antonio Toutant, Herve Toutant, Jerome Toutant pour la perte de vie dans leurs parentes.

Monsieur Frank Troughton a gagné le bonus pour l'inspection d'amainte; et Monsieur Lucien Morel le bonus pour les Moulins pendant la periode de fevrier 16-29.

Les Millwrights sont bien satisfait de leur boutique au nouvel bureau central des Moulins.

The mill men who are members of the Asbestos Band report a very successful concert for the benefit of their organization, held on February 20.

SPORTS

Bowling Tournament Closes

The annual winter bowling tournament among employees of the Nashua factory closed Friday, February 17, with Captain William Wills' team as the winner. Mr. Wills was the high scorer with an average of 197.

Three matches were held, the first on February 2, when the Wills team won over Captain Kenneth Durant's team 2621 to 2605. On February 10 Mr. Wills' team again won, this time over Captain J. E. Donnelly's team 2579 to 2572. The score for the final match, which was hotly contested, was 2684 to 2573.

On Wednesday, February 29, Mr. Donnelly's team entertained all the contestants at dinner at Idlewild Inn, about seven miles from Nashua. Following dinner cards and games were played.

The personnel of the teams were as follows: William Wills, Captain, J. C. MacIldowie, J. A. Spence, E. P. Sweeney, A. H. Drumm, Jr., T. C. Payne, E. M. Bruce, H. C. Moore, Thomas O'Brien, Jr., and W. E. Dane, Kenneth Durant, Captain, R. M. Woodward, J. A. Sullivan, George Smolak, G. A. Brooks, E. W. Leslie, John Lemery, A. B. Saunders, Robert Howe, and C. J. O'Brien; J. E. Donnelly, Captain, E. E. Lemire, Ralph Lemire, S. S. Hill, Frank Finch, Jr., J. J. Farrell, C. B. White, Fred Prumer, Jr., W. B. Hoitt, E. C. Hopkins.

Nashua Holds Bridge Tournament

A bridge tournament lasting seven weeks was started in the latter part of February by R. M. Woodward, E. M. Leslie, Frank Finch, Jr., J. E. Donnelly, E. E. Lemire, E. M. Bruce, A. H. Drumm, Jr., and E. C. Hopkins of the Nashua factory.

Bowlers Active at Winnipeg

Campbell's Bowling Alleys in Winnipeg are the scene every Tuesday evening of an encounter in which no quarter is given or taken, when the Non-Burns meet the Fire-Proofs in the game of ten-pins. The Non-Burns are the office staff of the Winnipeg District, represented by F. W. Burrer, Cliff Houston, L. Smith and W. G. Birney, while the Fire-Proofs are the sales staff in the persons of T. Carlyle, E. Anderson, J. D. Vickers and P. Burke-Gaffney. W. E. Werry deputises indiscriminately and efficiently for the absentees in either team.

Quoits Popular at Manville

During the winter months great interest has been taken by Manville factory employees in the game of quoits. The Cut Gasket Department and the Jewett Ring Department have teams of rare ability, as they have been practicing during noon hours for the past two months. They both declare they are in fine shape for a match.

The personnel of the Cut Gasket Department team is: Warren Moore, John Garry, Answei Shutok, John Chmmen-sky, Joseph Shaw, and John Sopko.

The Jewett Ring Department team has the following members: James Palumbo, John Petros, Vincent Turner, Joseph O'Neil and Ralph Starley.

Asbestos Organizes Boxing Club

A boxing and wrestling club was organized at the Asbestos factory in January under the Asbestos Amateur Association. The Canadian Johns-Manville club house is being used two nights a week by the club. An excellent mat for the wrestlers was recently made up by the Packing Department of the factory.

The club has proved extremely popular, particularly with the French Canadian employees, and nearly 50 members had enrolled up to March 12. Arrangements are under way to secure an exhibition with Sherbrooke Y. M. C. A. and McGill University, Montreal.

Waukegan Has Eight Bowling Clubs

Eight bowling teams of five members each are active every Friday night at the Waukegan factory. At the time of this writing the Shingle team holds first place, with the Office team second. Al Mills of the Office team is the high scorer with 263.

A prize pool accumulated during the season will be distributed to high scorers at the close of the season. In addition, S. A. Williams gives a watch to the bowler with high individual score.

The Shingle team at this time holds high team three games at 2868 and high team single game at 1052. E. J. Hampson of the Office team holds high three game score at 672.

Sales Department Is Reorganized

(*Continued from page three*)

Central Division: Fred T. Jones, Cleveland; G. R. Lewis, Detroit; E. W. Rosenberger, Pittsburgh; H. L. Steiner, Cincinnati.

Western Division: W. H. Fogarty, Chicago; C. O. Roome, St. Louis; J. M. Taylor, Southern District.

Pacific Division: Franklin Shuey, Los Angeles; E. H. Clausen, San Francisco; F. W. McDermott, Seattle.

Foreign Division: J. J. Wirth, Cuba; A. A. Rasmussen, Mexico; P. Porta, Central America; C. A. Middleton, Brazil; A. C. Windsor, South America.

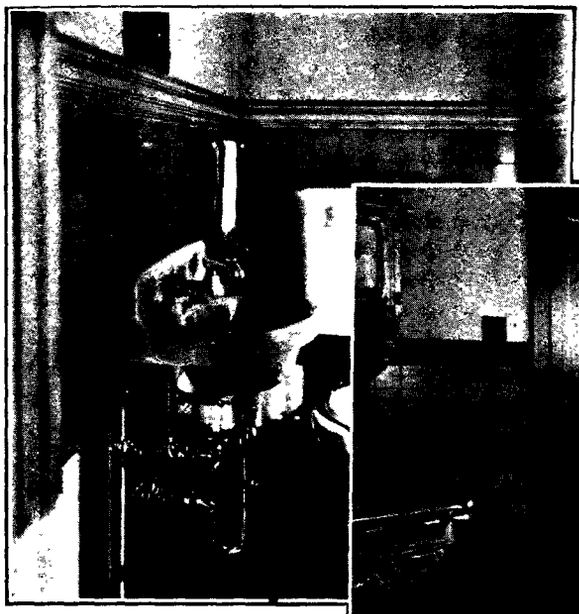
Canadian Division: L. J. Papineau, Montreal; T. Carlyle, Winnipeg; P. J. Brennan, Toronto; F. J. C. Bell, Vancouver.

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Building with J-M

When J. C. MacIldowie, Superintendent of the Asbestos Wood and Shingle Company, Nashua, decided to build this new brick and stucco home, he turned to Johns-Manville for his roof and interior finishes.

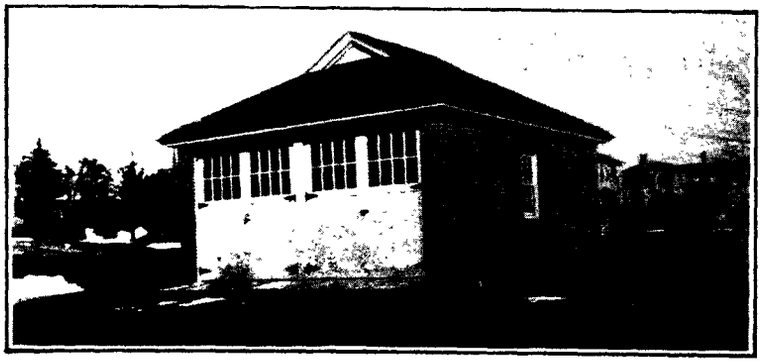




The unusual autumn brown or rustic coloring of the shingles harmonizes with the brick foundation and adds a distinctive touch to the exterior. The shingles are staggered on the roof, with the butts of no two adjoining ones on the same horizontal plane.



Below: The garage at the rear of the house



Asbestile in a pleasing gray tone was used in finishing the kitchen and a small lavatory. It consists of a Transite base, marked to represent Mosaic tile and sprayed with lacquer. This material will withstand the action of cleaners, steam, hot and cold water. The basement floor is of colored tile made of asbestos and cement.

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