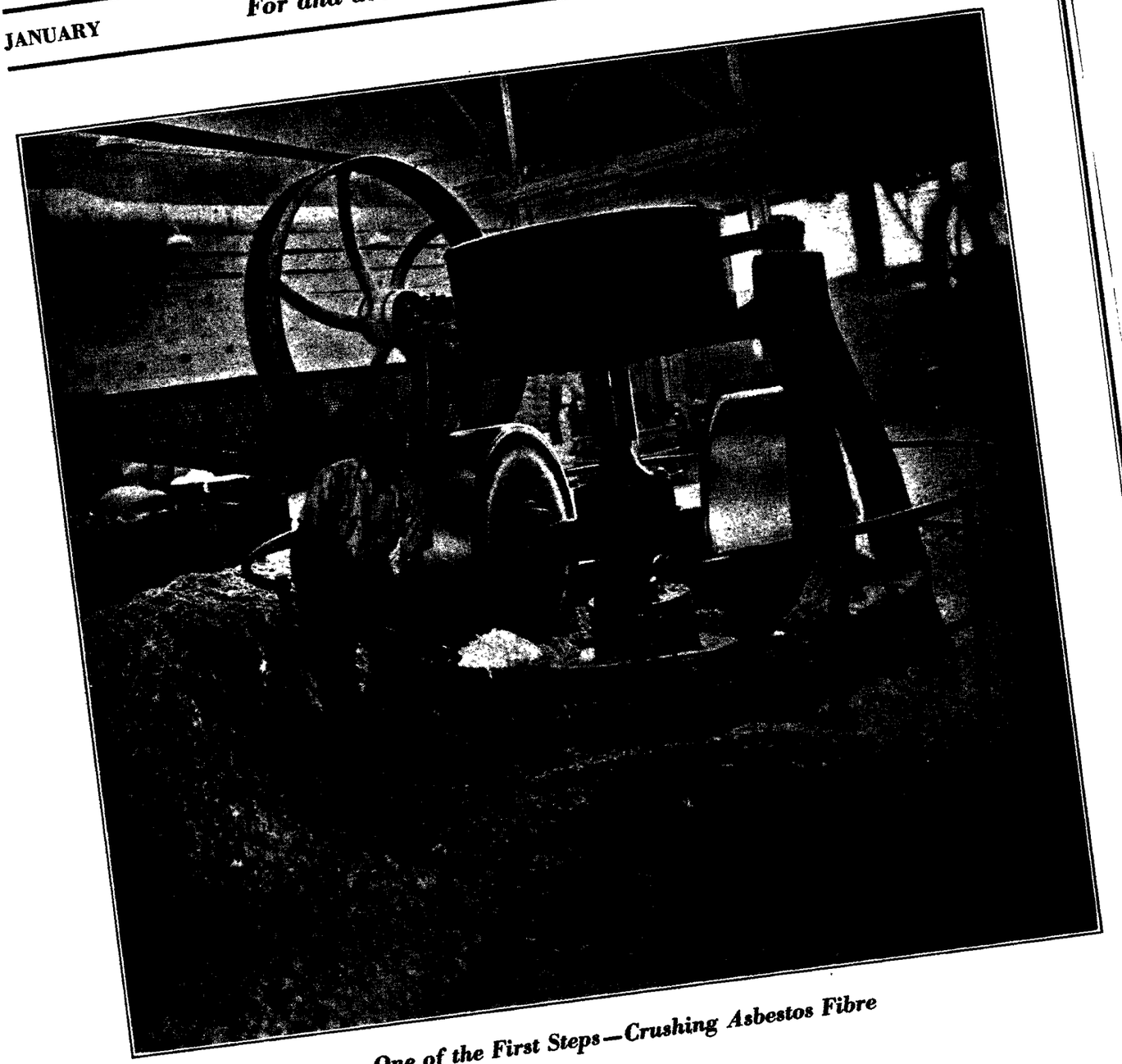
THE J-M CIRCLE

JANUARY 1929

For and about Johns-Manville Employees



One of the First Steps—Crushing Asbestos Fibre

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A NEW YEAR'S MESSAGE

PROGRESS alone makes possible an opportunity for Growth. The business that grows, affords opportunity for every individual to grow. The business that stands still, that goes backward, lessens the opportunity of every individual in that organization. The tree that grows, that puts forth more branches, more blossoms, grows more fruit. But when growth ceases, that tree starts to die.

It is just so with any business. It is just so with any individual.

Johns-Manville is growing. And with that growth, opportunities for advancement are multiplied.

Scores of promotions have been made and will be made from the ranks. Some of our future officers are now holding minor positions in this Company.

Who are they?

I can tell you who they are!

They are the employees who personally have caught the Spirit of Growth, of Progress, that is advancing Johns-Manville. They are the employees who understand the truth and realize the value of this message—that progress is a law of nature; that progress provides opportunity; and that the progress of Johns-Manville is providing an opportunity for all who are determined to grow.

We begin a New Year. It is to be a year of progress at Johns-Manville. And the best New Year's wish I can give you is that each of you may become imbued with this spirit of progress and that your New Year's resolution may be a Resolve to Grow.

I would say to all of you and your families—all who have experienced griefs and joys the past year—to one and all I extend my warmest sympathy and my best wishes.

THEODORE F. MERSELES,
President.

January 1, 1929.

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THE J-M CIRCLE

JANUARY 1929

A 9,000-Square Roofing Order!

Contract for Roof of Large North Carolina Rayon Plant Secured by Eastern Division Industrial Department

THE largest order for built-up asbestos roofing that has ever come from the South has just been secured through the efforts of R. T. McManeus, Sales Supervisor, and J. W. Hamilton, merchandising salesman, and E. T. Bunch, industrial salesman, in the Charlotte Territory, working in conjunction with H. D. Crawford, special representative of the oil, paper and chemical industry section, of the Eastern Division Industrial Department. In closing this contract for 9,000 squares these men have done an exceptionally fine piece of work and have sown the seed for a duplicate installation to be made in the latter part of 1929.

This roofing will be used on the buildings of the new rayon plant of the American Enka Corporation in Asheville, North Carolina, which will represent an investment of $10,000,000 and will, when completed, be the largest rayon factory in the world.

The order was secured from the H. K. Ferguson Company, general contractors, whose decision in favor of Johns-Manville was made after securing the approval of Lockwood Greene and Company, engineers and architects, and the American Enka Corporation. This job was consistently followed from June until the date the order was closed, which was November 23. During this period much time was spent on specifications, methods of application, and procedure.

At the time bids were called for nine competitors were in the field. They were eliminated one by one, and finally the owners, in conjunction with the contractors, decided on J-M roofing, reasoning that a plant which was using approximately $8,000,000 worth of delicate machinery should be roofed with the best materials.



The men who closed the 9,000-square contract. Left to right: J. W. Hamilton, R. T. McManeus, H. D. Crawford, and E. T. Bunch.

From the time the specifications were written to the time the job was let, Mr. McManeus and his assistants worked with untiring effort, never once entering into price competition. The cooperation and team work displayed in the following and securing of this order was a fine example of what can be done when every department and the personnel in those departments work toward one end.

The samples placed by the Manville Factory were superior in every way to the other samples submitted to the owners. The expediting of materials by Manville Factory could not have been excelled, for within 72 hours after the order was secured 7 carloads of materials were on their way to the Factory site.

The American Enka Corporation is a subsidiary of the Enka Artificial Silk Company of Holland, which has eight plants in various countries of Europe. This is the first plant to be established in the United States, and it will be twice the size of the largest rayon plant in Europe. The buildings, mainly of the one story type, will occupy nearly 75 acres. Construction was begun in the fall.

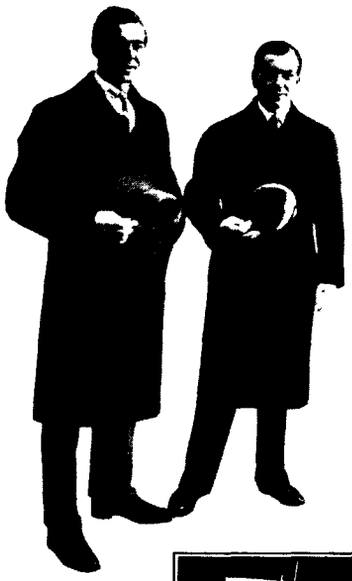
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Royalty Visits Manville

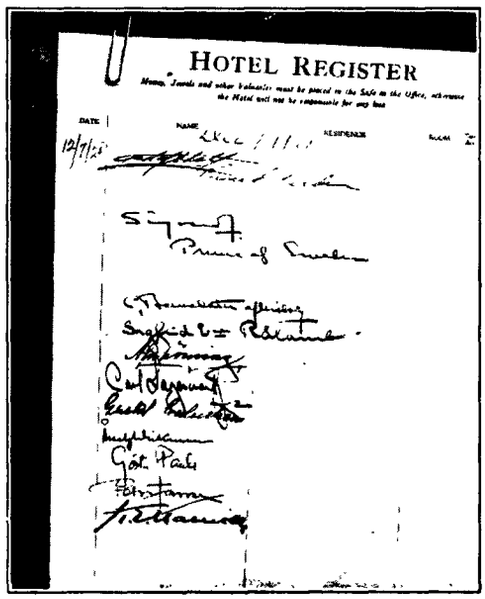
Two grandsons of King Gustav V of Sweden in party taken on trip through plant

THE Manville Factory was honored on December 7 by the visit of a group of Swedish royalty and nobility who came to this country to attend the wedding of Miss Estelle R. Manville, (daughter of H. E. Manville, chairman of our Board of Directors), and Count Folke Bernadotte, nephew of King Gustav V. of Sweden.

The party, which included the two sons of the Crown Prince, was accompanied by Mr. Manville, President T. F. Merseles, W. R. Seigle, Vice President in charge of Factories and Mines, A. C. Hoyt, former Secretary and Treasurer, and Allan Wallace, General Traffic Manager. They were greeted at the Factory by George E. Halladay, Factory Manager; George W. Mather, Traffic Manager; Frank Ryan, Office Manager; Charles A. Gramness, Chief Engineer; Charles Felt, Foreman Carpenter; and Gustav Adolp Becker, Cost Accountant.



Prince Gustavus Adolphus, heir presumptive to the throne of Sweden, and his brother, Prince Sigvard. Below, the signatures of the foreign guests on the Hotel Asbestos Register.

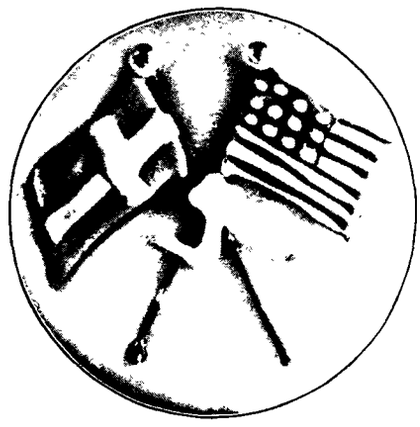


The last two are natives of Sweden, and they, with Mr. Gramness, speak the Swedish language fluently. Greeting the royal visitors in their native tongue made a decided hit, and these three gentlemen received considerable attention from the foreigners, who included H. R. H. Prince Gustavus Adolphus, heir presumptive to the throne of Sweden, H. R. H. Prince Sigvard, Count Carl Bernadotte, brother of the bridegroom, Baron Siegfred Raalamb, Lt. Johan August Enhoering, Lt. Carl Lagercrantz, Gustaf Cederstrom II, Andy Wukman, Lt. Goesta Pauli, and Peter Janse.

The trip from New York City was made in two special cars, a Pullman and diner, attached to the Lehigh Valley Railroad, Black Diamond Express, arriving at Manville at 10:00 a. m.

After registering at the Hotel Asbestos, the party was escorted through the plant in accordance with a prearranged route and time schedule. But even though they were kept well on the move, they displayed considerable interest in many operations. They were greatly interested in asbestos fibre in its many different grades and forms, particularly in its crude state.

The manufacture of rock wool, magnesia and the various types of roofing were also of interest to them. Baron Von Platen expressed a desire to have the walls of one of his rooms finished in vari-colored flexible shingles, stating that the background would be just what he desired for his hunting trophies.



Mints decorated with the Swedish and American flags in colored candy were given as favors at the luncheon. The Swedish flag is yellow and blue.

They were tremendously impressed with the size of the plant, with the large amount of mechanically operated machinery in use, and with the variety of the products.

The Power House with its battery of 16 boilers and three large steam-driven electric turbines fairly swept them off their feet. Considerable time was spent in the laboratory, where keen interest was displayed in the fine mechanical equipment.

Many questions were asked regarding the number of shifts and the length of each, and the number of cars and trucks shipped per day, and inquiries were made regarding export shipments.

The visitors were impressed with the fact that most of the new dwellings being erected opposite the plant were owned by factory workers. Safety and sanitary measures seemed to attract their interest at all times.

A special luncheon was arranged for the return trip in the diner, and such features as appropriate table decorations and favors, and Swedish and American music added to the enjoyment of the guests.

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Advertising J-M Products in 1929

Twenty Million People Will Read a Johns-Manville Story Every Month

By KEN R. DYKE,
Sales Promotion Manager

ADVERTISING is merely an important accessory of selling, and the Sales Promotion Department's plans for 1929 in themselves form but one essential phase of the 1929 sales program. The synchronization of our advertising and selling plans to insure maximum returns and benefit has been made possible only through the whole-hearted cooperation of the district, division, and general headquarters' men, whose assistance we acknowledge with appreciation.

The Johns-Manville organization is actually engaged in some 22 different and distinct businesses—each with its peculiar sales problems and marketing channels. In 1929, therefore, we will have some 22 individual campaigns—each a selling unit in itself—and by reason of a certain family resemblance in presentation, all of these combine into a general institutional campaign which we feel will lay a background for every product carrying the J-M trademark. Such a campaign—carried on consistently from year to year—will give to Johns-Manville that same public acceptance and reputation that is now enjoyed by such concerns as General Motors and General Electric.

Our advertising program divides itself into a series of campaigns as follows: J-M General Campaign, Asbestos and Asphalt Shingles, Improved Asbestocel, Brake Lining, Architectural, Acoustical, General Industrial, Power and Power Plant, Railroad, Oil Industry, Electrical and Public Utilities, and a series of nine special industrial campaigns.

The J-M General Campaign

Upon the foundation of the General Campaign is built our entire 1929 Advertising Plan. Through its media more than ten million J-M sales messages are carried to over twenty million people *every month*.

The General Campaign is composed of eight individual J-M product campaigns, which are complete selling units in themselves, covering Asbestos Shingles, Asphalt Shingles, Insulation, Acoustical Treatment, Brake Lining, Transite, Built-Up Roofing, and Improved Abestocel.

The year 1929 marks the beginning of an outstanding campaign in four colors on J-M Asphalt Shingles—the most impressive advertising presentation ever made by any company on this commodity. This is supplementary to our Rigid Asbestos Shingle Campaign, which again leads the field and maintains J-M's supremacy in this market. This outstanding General Campaign will appear in The Saturday Evening Post, Collier's, Literary Digest, The American Magazine, National Geographic, and Popular Science Monthly. A bulletin covering the exact scheduling of this advertising will be issued immediately.

Asbestos Shingles

Supplementing the General Publication Campaign, asbestos shingle advertising will appear through the year in that important group of publications devoted to home building, decoration, and planning: House & Garden, House Beautiful, Your Home, Arts & Decorations, Country Life, Better Homes & Gardens, and the American Home, with a total circulation of 1,449,692.

Since the woman is an ever-increasing factor in the selecting and purchase of roofs for the home we direct a strong advertising message on asbestos shingles to more than 4,173,000 women during 1929 through the pages of Good Housekeeping and the Ladies' Home Journal.

The farms of America are an outstanding market for fireproof shingles of asbestos, and 1929 marks our re-entry into farm paper advertising. A strong schedule reaching more than 3,117,000 farmers appears in The Country Gentleman, Successful Farming, Breeders' Gazette, The Dairy Farmer, and Hoard's Dairyman.

And to the Trade

In order that we may assist the sales force to increased distribution on J-M asbestos and asphalt shingles, effective schedules will appear monthly in a number of publications giving complete coverage among lumber dealers, building material dealers, speculative builders, carpenters, contractors, and builders.

To the J-M Salesman

The 1929 Johns-Manville Advertising Program is dedicated to the J-M Salesman. It has been planned and scheduled to assist him to greater sales and profits. From Asbestos Shingles to Steam Traps, from Transite to Brake Lining, from Oil Field to Paper Mill, and from Home-Owner to Plumber—whatever the product and whoever the customer—you who are traveling the sales trails for J-M will find the constant assistance of J-M advertising out ahead of you, helping to reduce sales resistance, paving the way for easier and greater sales.

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Improved Asbestocel

In addition to the advertising in the General Campaign and the home-building and planning publications, another effective campaign on this product will be directed monthly to plumbers, heating contractors and heating engineers through the leading publications in this important field.

Brake Lining

Supplementing the General Consumer Campaign will be complete monthly coverage of the automotive field, including garages, service stations, and jobbers, in Motor, Motor World Wholesale, Auto Trade Journal, Automotive Merchandising. The new J-M Molded Brake Lining will be featured in addition to our regular line of friction linings. A special campaign directed to fleet truck and bus operation will appear in "The Power Wagon."

Reaching the Architect

The architect is of primary importance in the sale of Asbestos Shingles, Mastic Flooring, Acoustical Treatment, Built-Up Roofing, Transite, and Asbestocel. A total of 61,000 sales messages, specially designed to appeal to the architectural profession, will reach this field monthly throughout 1929. Every important architectural publication is being used to full effect.

The Story of Acoustical Work

While general publicity on Acoustical Treatment is carried on broadly in the General Campaign, specific campaigns on acoustical and sound-absorbing work will reach business executives, hospitals, banks, and motion picture theatres during 1929. Such publications as Nation's Business, Magazine of Business, Modern Hospital, and American Bankers' Journal, are prominent on this supplementary schedule.

Telling Industry About J-M

Certain industrial products such as Transite, Built-Up Roofing, and Insulations, because of their universal use are included as mentioned in the General Campaign advertising, but the real advertising job on these products and on J-M packings and refractory cements, flooring, ebony wood, steam traps, dry kiln housings, and our myriad other specialties must be done in specific presentations direct to those industries where they are used.

Exceptional care has been taken in the selection of the publications to carry the 1929 technical advertising—and equal care and attention has been given to the proper preparation of the individual advertisements in order that they may be technically correct, interesting in presentation, couched in the language of the industry approached, and effective in results.

Space here will not permit us to list all of the publications in the Industrial and Technical Campaign. In each field, however, the outstanding media have been selected and a complete bulletin covering this phase of our advertising program will be issued about January 1.

The following fields will be covered every month during the coming year, with advertising on those products which represent our major markets in these fields: General Industrial executives and operating officials, power plants, mechanical engineers, stationary engineers, electrical engineers, oil refineries, railroads, bus manufacturers, coal mining, metal mining, paper and pulp mills, lumber mills, woodworking plants, public utilities, manufacturers of electrical equipment, iron and steel plants, the ceramic industry, the chemical industries, the food industry, textile manufacturers, and so forth.

Here is an outstanding series of campaigns—each specially prepared to do a specific task—and all combining to tell of J-M's service to industry throughout 1929.

* * * *

It has been possible to touch only on the high spots of our 1929 publication advertising. Shortly after the first of the year each salesman will receive complete details of the campaigns in which he is interested.

Publication advertising, however, is only the ground work of our 1929 Sales Promotion Plan. A complete revision and supplementing of our folders, booklets, brochures and catalogs is already near completion. Complete dealer plans for our merchandising lines will be ready by the first of the year. Direct mail campaigns on all leading J-M products have been planned to consumers, dealers, and to industry. Motion pictures, slide films, and scores of other sales accessories, which are important parts of the 1929 Sales Promotion Plans, are nearing completion.

The reorganized sales promotion departments in divisions and districts are now ready to follow through on our national advertising plans with definitely scheduled local programs.

It is the duty of every J-M salesman to familiarize himself thoroughly with this program of advertising—for it is only when advertising and selling go along hand in hand—properly merchandised to our dealers, and properly synchronized with our sales effort to industry—that its full benefits can be achieved.

J. S. Carroll Elected a Director of American Petroleum Institute

J. S. Carroll, Vice President and General Sales Manager of the Industrial Department, was elected a Director of the American Petroleum Institute at its meeting at Stevens Hotel, Chicago, early in December. This election is a tribute to his close contact with the oil industry and the interest which he has displayed in its problems for a number of years.

The Institute promotes in general the petroleum industry in all its branches, dealing with all matters of national concern and fostering foreign and domestic trade in American petroleum products. It also promotes among its members the study of the arts and sciences in connection with the petroleum industry.

Johns-Manville was represented at the meeting at the request of the Corrosion Committee of the Institute, to discuss J-M methods and recommendations for the protection of underground pipe and other steel structures. E. V. Rinehart, L. A. Baldwin, E. A. Rolfs, and H. L. Harrison appeared before the various committees.

The New York employees of the Celite Corporation have moved from their offices at 11 Broadway to the Johns-Manville building, 292 Madison Avenue.

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FOREMAN TRAINING

Success of Course at Manville Factory Shown in Voluntary Enrollment of 140

LEARNING more about your job, and then putting that information into actual practice, is one sure way toward success.

That statement isn't merely a theory to be tried out at some future date when time hangs heavy on your hands, but something to be considered seriously, judging from the interest taken in the Foreman Training course at the Manville Factory.

One hundred and forty men voluntarily enrolled in the course, which is conducted at the Hotel Asbestos through the Extension Division of Rutgers University. Throughout the Fall they have been meeting every other Thursday in the Hotel ballroom under the direction of N. C. Miller of the University, for two hours of lecture and discussion. The cost of the course is shared equally by the Company and the men.

The training course, which consists of eight lectures, covers the following subjects: Responsibilities of the Foreman, Aids of Production, Standardization Costs and Their Relation to the Foreman, the Foreman's Relation to Employment and Labor Turnover, the Training and Education of Workers, Safety, and a History of Industry. The last of these subjects will be discussed early in January, when the course comes to a close.

The foremen have been meeting at the Hotel promptly at 5:30 on the meeting days, and after a light lunch have been ready for a 6 o'clock lecture which lasts one hour. Afterwards comes the discussion, and for this the group is divided into three parts, each with a leader from the University staff. While the meetings have been starting and closing promptly, the leaders stay with groups or individuals as long as desired after closing time, in order to explain or further discuss points of special interest.

Attendance at the meetings has been very good, and interest and enthusiasm among those enrolled has been the rule. All the men feel that the time spent in this way has been spent to their advantage.

Foreman training courses were started last month at Nashua and Waukegan Factories and at the Mines.

More Dairy Barns Roofed With J-M Rigid Shingles

Following-up old customers for additional sales is a policy R. P. Whitley, salesman, has pursued successfully in the Richmond territory, where, on the Curles Neck Farm, two new dairy barns are testimony to the beauty and practicability of J-M rigid asbestos shingles. These barns are also proof of the feasibility of tearing off rigid shingles and using them a second time, and of applying the shingles to an S-shaped rafter.

It was nearly three years ago that R. L. Kent visited the farm and secured the first order—90 squares of No. 70 mottled gray for a plain "A" roof. A year later Mr. Whitley visited the farm and came away with an order for 63 squares. Then Mr. Whitley read of a fire at the farm, and promptly called regarding replacements.

The manager, he found, was considering not only replacing the barn, (which had had sides and a roof of wooden shingles) with a modern fireproof feed barn, but also changing the roofs of the two other barns from plain "A" to Gothic type. He wanted to know what percentage of the shingles would break in the tearing-off process, and if the rigid shingles could be applied on a 27-degree curve. When told the breakage would not be more than 10 per cent, and assured that both the in and out curve could be handled, he made the decision. Only about five per cent of the shingles were lost, and these were used with an additional 300 squares.



J-M rigid asbestos shingles may be successfully applied on an S-shaped rafter, as the above photograph shows. These dairy barns are on the Curles Neck Farm, near Richmond, Virginia, where R. P. Whitley, salesman, sold 300 *squares to be used with* 137 *squares already on hand.*

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Suggestion Awards

In the past month there were 36 successful suggestors in the factories, with a total of 42 suggestions accepted. The suggestion contest at Cincinnati Factory was won by the Punch Department, whose members received a box of cigars in addition to some individual awards.

There were several $25 awards made this month. A number of the accepted suggestions were in the managerial class.





Arthur B. Saunders, chemist in the Wood Department, and William B. Hill, office manager, at Nashua Factory.

CANADIAN FACTORY

Emile Toutant....Foreman, Blacksmith, Machine Shop
Use of punch instead of drill.

Ovila St. Ours.....Track Foreman, Mine
Roll to be placed in front of pushing car.

Jos. Lambert.....Electric Welder, Machine Shop
Different toned whistle for signal tower.

Louis Houle.....Tool Keeper, Mine
Lanterns for brakemen.

S. Olivier.....Foreman Millwright, Mills
Iron box to close in bevel gears on Trommel screens.

F. H. Molson, Sr....Boiler Fireman, Mine
Guard railing, valley boiler room slip.

R. J. Morrison..Foreman, Pipe Covering Department, Factory
Pipe covering guage.

R. Wilson..Foreman, Millwrights, Factory (Assistance with above)

W. N. Reakes.....Foreman, Mills
Notification of wage increase.

CINCINNATI FACTORY

Abe Kraak.....Master Mechanic
Shingle machine mixers.
Grinder hammers.
Punch press dies.

Paul Frost.....Foreman
Punch press 71 dies.

Jim Leach.....Machine Shop
Scrap grinder—feed worm.

Clellie Lawhorn .....Supervisor
Lighting in Punch Department.

Ed Munn .....Inspector
Lighting in ridge roll.
Crating ridge roll.

Ed Collins .....Bundler
Bundling No. 55.

Wesley Angel .....Inspector
Double decking in shipping.
Cleaning cars.

Howard Wethington.....Machine Tender
Plate cleaners.

Russell Groves.....Punch Department
Glue storage.

MANVILLE FACTORY

Charles F. Jeffs,
Transite desk and table tops.

Robert W. Page,
Memorial tablet.

NASHUA FACTORY

A. B. Saunders, Chemist Wood Department
Posting suggestions.
Improved waste boxes.
Grading ground in front of loading door.

E. M. Bruce.....Clerk, Order Department
New telephone in Ebony Department.

R. Duncklee.....Assistant Draftsman, Wood Department
Locking wheels on trucks.

J. Spence...Supervisor, Ebony Department
Shipper with headquarters in Ebony Department.

A. LaMarche.....Timekeeper, Wood Department
Chain hoist for loading.

L. Morin.....Foreman, Ebony Department
Moving Ebony drum sander to Ebony Department.

J. McGinnis...Foreman Ebony Department
Handling rush orders.





Charles E. Boucher, foreman of the Loading Department, Nashua Factory, and W. J. Hawley, shipping clerk in the Roofing Department, Waukegan Factory.





Ernest M. Bruce, clerk in the Order Department, and Frank A. Barry, general foreman of the Wood Department, Nashua Factory.

R. Rock.....Assistant Foreman. Corrugated Department
Planking tracks.

E. Provencal....Sawyer, Wood Department
Installing first-aid cabinet in Box Shop.

C. Boucher..Foreman, Loading Department
Loading corrugated.

W. B. Hill.....Office Manager
Display room at Factory.

T. O'Brien..Supervisor, Ebony Department
Vacuum cleaner for cleaning ceilings in spray rooms.

M. A. Libbey....Inspector, Compressing Department
Adjustable guide for sand belt.
Filling rain hole.

F. Barry.....General Foreman, Wood Department
More accurate checking of blue prints.

WAUKEGAN FACTORY

Prudencia Vega.....Repress Man, Wood and Shingle Company
Saving of shingle form oil.

W. J. Hawley.....Shipping Clerk, Roofing Plant
Uniformity in location of shipping instructions on orders.

PACIFIC DIVISION

Herbert Mattice,
Sample kit of automotive material for distributor salesmen.

Competition at Nashua

The Suggestion Plan is creating some keen competition in the various departments of the Nashua Factory. A record of the suggestions submitted. which is a list showing the number of employees in each department, the number of suggestions received in each, and the per cent this number of suggestions is to the total received in all departments, indicates clearly the departments which are doing the best work in this field. The Wood Department was leading with 24 per cent of the total suggestions submitted when the magazine went to press.

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New Uses News

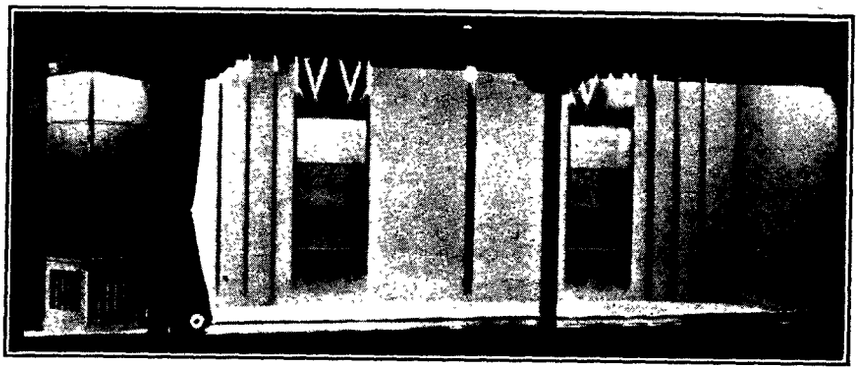
A monthly feature on suggestions and general information pertaining to new uses for J-M products and the markets they open up

IV. Asbestos Ebony and Transite for Display Windows

Very effective backgrounds for window displays have been obtained by William Filene and Sons Company, Boston department store, by the use of J-M asbestos Ebony and Transite. While Transite had previously been used in art exhibitions, this adaption by Filene's brings it into a new field, and their use of Ebony is entirely original.

This use came to the attention of the Boston Office in an order for 90 sheets of Transite marked "Sheets must be uniform in color as they are to be used for window display purposes." An investigation showed that all of this material was used on the walls and floor of six large display windows. The sheets, three-sixteenths of an inch thick and 42 x 96 inches in area, were rubbed down clean and smooth with steel wool.

On the back walls the seams are covered with metal stripping, which adds to their attractiveness. First a 4-inch nickel strip is fastened across the seam, then a 2-inch brass strip is laid on top of that, and lastly a 1-inch copper strip is used. Narrow brass strips are also used for purely decorative purposes. The seams of the floors and side walls are not covered, but the sheets fit together perfectly, and while the seams are visible they do not detract from the appearance of the window.



Transite has been used effectively for the walls and floor of this display window.

The Transite floor in each window consists of four full sheets of Transite, and an odd-sized piece for the center. The sheets are laid so that the combined width of two of them covers the depth of the window. With two sheets at each side of the window, a space remains in the center about 42 inches wide, and the fifth piece of Transite measuring approximately 42 by 84 inches, is laid there.

The background of the show case at the left in the photograph above is one large flat sheet of Transite, from which is built the triangular case with its glass shelves and front. The base is of corrugated Transite, framed with flat Transite and fastened together with nickel angle strips and finish screws. The recess panels shown in the same photograph also have a Transite background for their glass fronts, and Transite cut in points as a decoration on the base.

With Ebony a very unusual effect was obtained. The background of the window pictured at the left was made of squares about 42 by 45 inches, with a thickness of one-fourth and one-eighth inch. The thicker squares were used across the lower part of the background, and the thinner ones above. The material is nailed to the backboard of the window. Narrow nickel strips one sixteenth of an inch thick cover the flat seams, while angle strips one inch by one sixteenth of an inch cover the angle seams.



Asbestos Ebony forms the background of this display in a Boston department store.

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THE J-M CIRCLE

MARGARET S. GOBLE, *Editor*

Associate Editors

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	J. E. Begert, *Waukegan*

Published for and about the employees of
Johns-Manville Corporation

Editorial Office: 292 Madison Avenue, New York City

Another's Point of View

It is sometimes difficult to get another person's point of view, but however difficult it may be, the result is worth the effort. It is important whether we are trying to establish closer relationships with our personal friends, or whether we are dealing with business associates. In business it gives us a better understanding of the people with whom we come in contact, and, when we differ in our ideas, we have a firm basis for our arguments. In this way we not only develop ourselves, but give further assurance of the success of the organization of which we are a part. This point is brought out clearly in the following extract from *Timely Figures*:

"A group of men spent over $10,000 trying to market an invention. Everyone who looked at the device predicted a brilliant and profitable future. Optimism was so persistent that whenever the company was close to bankruptcy someone would come forward with more money.

"The device was for use by people in humble circumstances. Every investor thought he would be a user if he were a farmer or villager.

"The only trouble was that the farmers and villagers didn't think the same way. They wouldn't buy it at any price; they wouldn't even take it on free trial.

"The moral seems to be: (1) A prospective user is the only competent judge of a new product. (2) Producing what people want and not what you think they ought to have makes a business profitable."

It's a good plan to hope for the best, but it's a better plan to work for it.
—*Philadelphia Record.*

If you are not doing your best on your present job, you will do still worse on a better job.—*Conoco Sentinel.*

"It's train time all the time at grade crossings."—*M. K. T. Magazine.*

New Chicago Armory Will Have a J-M Roof

To Chicagoans, the old boat-like hulk of the U. S. S. Commodore, nestling in the Chicago Harbor at the foot of Randolph Street, is a familiar spectacle. Long ago it was a rover of the Great Lakes, but in late years, moored to its resting place, it has served as the headquarters and armory of the Illinois Naval Reserve Unit, and has been the scene of many social festivities.

Few of the thousands of visitors know that since 1912 the roof deck has been protected by a Johns-Manville regal roof. Captain Edward A. Evers, Commander-in-chief, Illinois Naval Reserve, found upon recent inspection of the roof that after 16 years of service, it was still in first class condition.

As the Illinois Naval Reserve is to have a new home—a $350,000 Armory building—the old S. S. Commodore is being razed, and the authorities were so pleased and impressed with the performance of the roofing on the old quarters that they have specified a Johns-Manville built-up roof for the new armory.

JOHNS-MANVILLE
JM
CORPORATION

New J-M Trade Mark

On January First we bid farewell to the time-honored Johns-Manville "Service Map" trade-mark and adopted in its place the distinctive hallmark shown above.

Dignified—simple—and easily distinguishable among the many trademarks of modern industry—we feel that in a short time the "J-M" trademark will mean as much in its field as the famous "G-E" of General Electric does today.

Doubt whom you will, but never yourself.—*Elbert Hubbard.*

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President's Trophy Goes To Coast

As announced at the General Conference in New York in September, the Pacific Division won the President's Anniversary Contest, their sales having showed an increase of 67 per cent over August, 1927.

President Theodore F. Merseles was so pleased with the results of this contest, which was conducted as a surprise to him, that he has donated a trophy designed by the Gorham Company of New York to be kept for a year by the winning Division. This beautiful trophy is now in the headquarters office of the Pacific Division. The trophy is of sterling silver, 21 inches high, with gold shields around the base on which the name of the winning division will be inscribed each year.

Dance at Hotel Asbestos An Enjoyable Affair

The second of a series of dances sponsored by the guests of the Hotel Asbestos and the student employees of Manville Factory was held in the ballroom Friday evening, December 14th.

In spite of adverse weather conditions the dance was well attended by the office force, departmental employees and persons outside of the J-M "circle."

Red and green paper, evergreen boughs, subdued lights and a lighted fireplace provided a Christmas and homelike atmosphere. The evening was kept alive by Connie Atkinson's Band, Dave Watson's original dance called the "Asbestos Drag," dances by "Marilyn Miller and Jack Donahue" impersonated by "Shorty" Banford and "Fluffy" Dezko, and frequent cut-in, Paul Jones and specialty dances.

The executive committee in charge consisted of Robert W. Page, chairman, Maurice Davier and Oliver Mills. They were assisted by the following sub-committees: floor, C. A. Strong; decorations, D. Watson, J. D. VanEps, R. Smith; tickets, R. W. Page, H. Thompson, M. Kraft; publicity, E. H. Wells; refreshments, C. Kirkman; and entertainment, D. Watson and H. Banford.



The President's Anniversary Contest trophy, awarded to the Pacific Division.

The proceeds of the dance were used to purchase a radio to be installed in the lobby of the hotel. Plans are being made to hold the next dance in the middle of January. A cordial invitation is extended to the employees of the New York Office, as well as those from Manville, to attend.

Large Acoustical Contract Closed with Delco Remy

Last summer the Delco Remy Corporation of Anderson, Indiana, a division of the General Motors Corporation, called on Johns-Manville for aid in solving an acoustical problem in the horn testing department of their plant.

Thorough tests of acoustical treatment were made, but then the idea of sound insulation was abandoned and the horn testing unit was removed to an isolated part of the lot.

These tests had not been in vain, however, for when the time came to erect a new administration building for offices and a hospital, acoustical treatment was included in the specifications. Figures on all types of treatment were secured, but the tests had shown the Delco Remy Corporation what they wanted and J-M's judgment was relied upon.

Johns-Manville was given the contract for applying Nashkote B for all the acoustical work in hospital and offices, amounting to about $18,500. The credit for securing this contract goes to Roger C. Gleason, special acoustical representative, Chicago District; J. H. P. Hughart, Indianapolis Sales Office Supervisor, Chicago District; B. F. West, salesman; and W. H. Fogarty, Chicago District Sales Manager, who marshalled these forces together.

New Employees

Eastern Division:

F. E. Farnsworth has joined the Company to work on insurance for S. H. McVicar, Office Manager, Office Service and Accounting Department.

Central Division:

Charles W. Koechley has recently been added to the sales force of the Columbus Office. After spending some time in the Cleveland Office getting acquainted with the Johns-Manville products, he took over the southern section of the territory in the interest of insulation, power specialties and industrial roofing.

Frank L. LaChapelle is a new industrial salesman in the Erie Sales Office.

Western Division:

G. E. Cary is a new member of the Milwaukee Sales Office force, Chicago District.

Pacific Division:

F. W. Colman has joined the Seattle Distric Office force in the capacity of cashier.

Dorothy Easley was recently employed to succeeed William McDermott in the Sales Promotion Department, San Francisco District.

Foreign Division:

John Wolfe was recently engaged as a mail clerk in the Foreign Division.

Asbestos Factory:

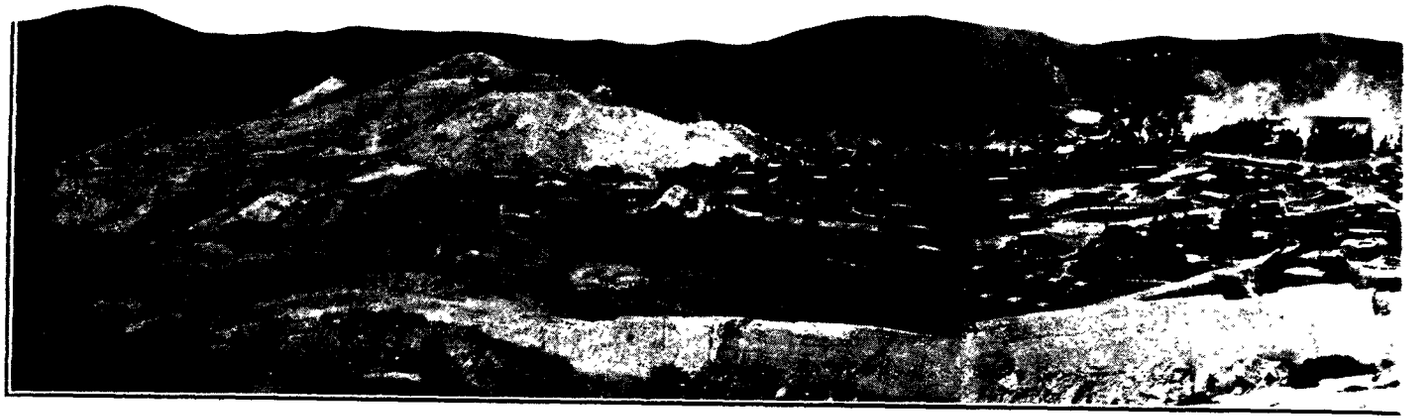
The following persons have recently been added to the office force at Asbestos, Quebec: Ethel Possnett, key punch operator; Cecelia Cowden, bookkeeper; Elizabeth Turner, stenographer; and Frederick Scott, cost accountant.

K. R. Hall is a recent addition to the factory staff, as assistant to J. E. Morrison, chemist.

D. J. Foley recently arrived to take over supervision of power shovel maintenance.

(*Continued on page* 14)

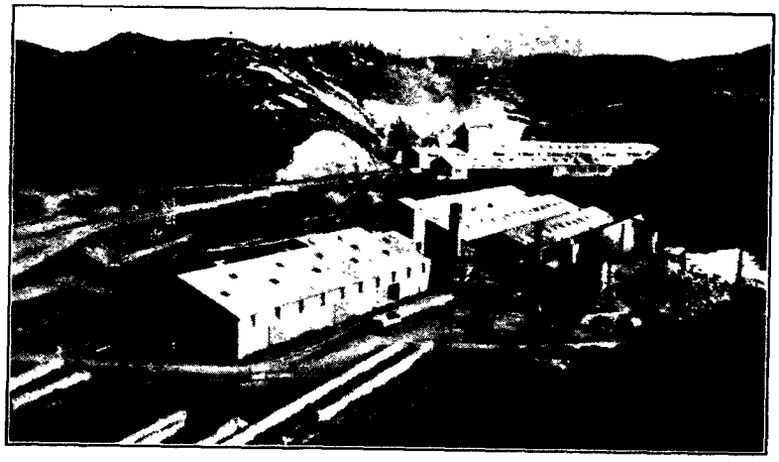
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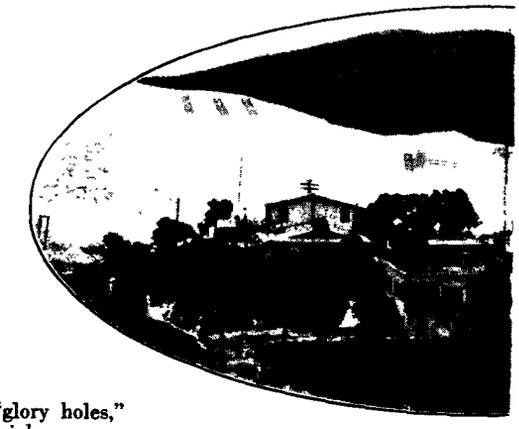


Panorama of a portion of the Celite properties, which cover more than 2,000 acres. At the left, uncovered deposits of diatomaceous

CELITE PRODUCTS—*And*

Some interesting views of the diat
buildings of Johns-Manville's new





A general view, with the C-22 and Super Brick plant in the foreground, mills, warehouses, machine shops in the background, and the warehouse for crude diatomaceous earth on the hill. The various grades of the crude material are transported from the quarries and mine tunnels by cars or overhead carriers to the top of the hill and are dumped into large vertical shafts or "glory holes," from which the material is removed at the bottom of the hill for manufacture into powdered materials.



At left: a natural brick quarry, with the "overburden" removed. This deposit of diatomaceous earth is glistening white in the sunlight, and has an ivory tint when damp. Sil-O-Cel insulating brick is cut from this deposit, and after going through a drying and sizing process, is ready for the market. The picture at right shows the opposite side of this hillside, from which millions of bricks have already been cut. This hill is approximately 260 feet high.



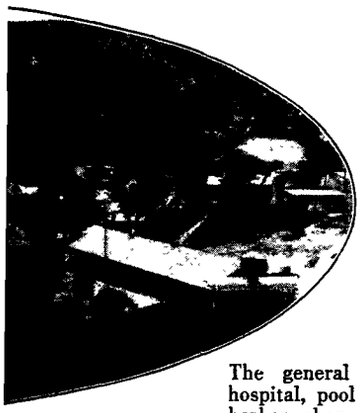
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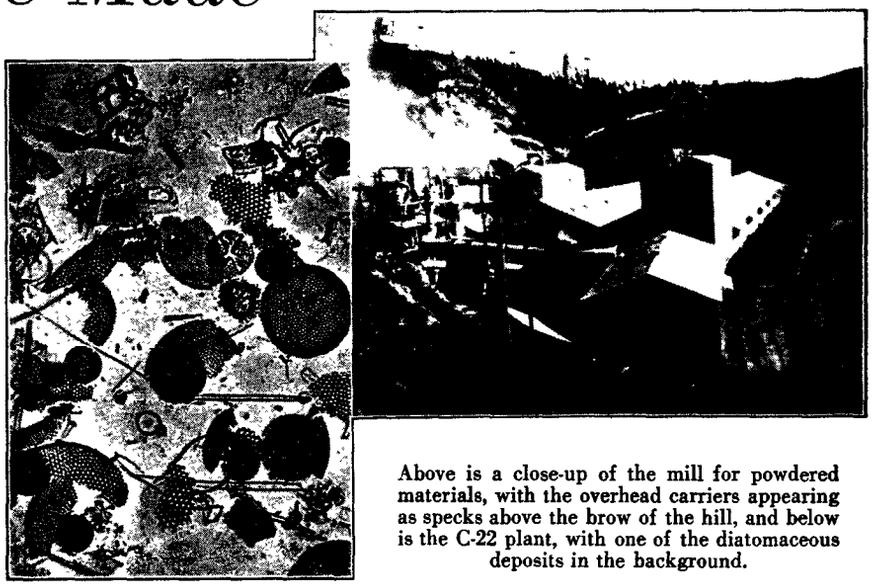
n the center foreground, the homes of the Mexican workers. The location of the plant buildings is in the center background.

here They Are Made

ous deposits and the plant ary in Lompoc, California



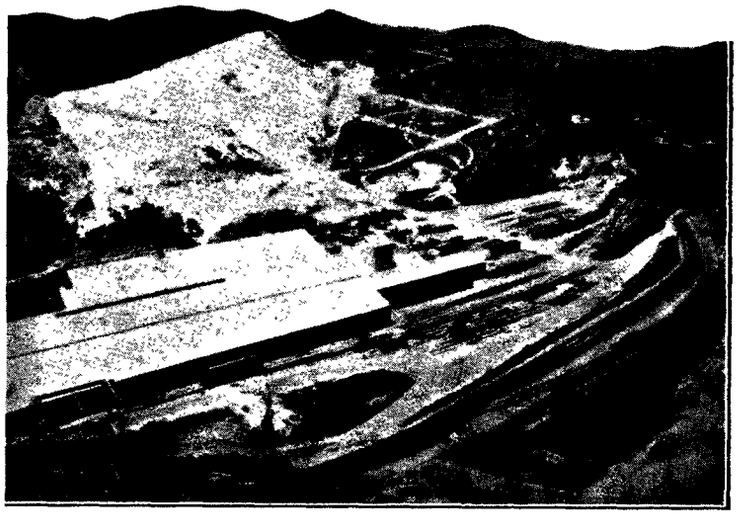
The general office, hospital, pool room, barber shop, store, and Mexican Club.



Above is a close-up of the mill for powdered materials, with the overhead carriers appearing as specks above the brow of the hill, and below is the C-22 plant, with one of the diatomaceous deposits in the background.



Above: highly magnified diatoms, whose fossilized remains constitute Celite. There are more than 8,000 varieties of diatoms, and the skeletons of their tiny bodies provide the air cells necessary for insulating materials, one cubic inch of which contains many million cells. Celite products include Sil-O-Cel insulating bricks and powders for high temperature insulation, Filter-Cel and Super-Cel for filtration, Celite for concrete and Celite mineral fillers.



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Promotions *and* Transfers

S. A. WILLIAMS, Production Manager, has been elected Vice President and General Manager of the Celite Corporation, and Vice President of Johns-Manville, Incorporated, of California. He will have charge of all manufacturing and mining activities on the Pacific coast, reporting to W. R. Seigle.

P. A. ANDREWS, Sales Manager of the Pacific Division, has been appointed assistant to the Vice President in charge of sales.

FRANKLIN SHUEY, Los Angeles District Sales Manager, has been promoted to the position of Sales Manager of the Pacific Division, in Mr. Andrews' former position.

H. B. HEYN, salesman in the Los Angeles District, has been promoted to District Sales Manager, succeeding Mr. Shuey.

A. V. FARR, Sales Promotion Manager, has been promoted to Staff Manager of a new section of the General Merchandising Department, to be known as the House Insulation Section, which will handle mineral wool for house insulation.

K. R. DYKE, in addition to his duties as Advertising Manager, has been promoted to Sales Promotion Manager.

J. S. ADAMS, Assistant Advertising Manager, has been promoted to Assistant to Lewis H. Brown, Secretary.

A. R. FISHER, General Superintendent of Waukegan Factory, has been transferred to Lompoc, California.

CHARLES O. GARCELON has been transferred from the Worcester-Springfield sales territory of the Boston District, to the Metropolitan Boston sales territory. Mr. Garcelon will handle packing and power specialties.

N. A. CAMPBELL of the Milwaukee Sales Office was recently promoted to salesman in Milwaukee, on the merchandise line.

JOHN C. MACLEOD has been promoted from stock clerk at the Cambridge warehouse of the Boston District, to power specialty sales clerk at the Boston Office.

H. W. KIRCHER, San Francisco District chief clerk, has been transferred to the El Paso territory, as salesman.

H. E. Hill, formerly special automotive representative of the New Orleans District, has been appointed special automotive representative for the Chicago District.

WALTER GIESECKE, JR., has been transferred from the Oakland territory to chief clerk and assistant to E. H. Clausen, Sales Manager, San Francisco District.

L. M. OSBORN has been transferred from San Francisco to the Oakland territory, to take the place of Mr. Giesecke.

W. N. BENKART and L. EVERDEENE of the Eastern Division Credit Department have been transferred to the Baltimore and Syracuse Offices respectively, acting in the capacity of District Office Supervisors.

MRS. MURIEL RAHMEYER has been transferred from the General Office Correspondence Department to the Accounts Payable Department.

MARIE FOX was recently transferred to the General Industrial Department.

KATHLEEN E. RUSHE, formerly secretary to L. H. Brown, has taken over Suggestion Plan work in the Personnel Department.

G. B. BROWN, formerly Factory Superintendent at Canada, recently went to Manville to take over E. C. Rack's duties as development engineer.

N. J. KENT, formerly in charge of the Ceramic Laboratory at Manville, has been transferred to the power specialties section of the General Industrial Department.

GUSTAVE SCHOLL has been transferred from the stock room of Magnesia to take charge of the Canvassing Department at Manville Factory.

HAL HALLSTROM, general salesman in the Olympia-Grays Harbor territory, Seattle District, left for San Francisco, where he assumed the duties of assistant to R. B. Adams, Manager, Sales Promotion Department, Pacific Division, on January 1.

C. J. HOLMES, of the roofing merchandising section in Seattle, has taken over Mr. Hallstrom's territory.

EDMOND SWEENEY, former clerk in the Mechanical Department, Nashua Factory, has been promoted to clerk in the Ebony Department.

FRED MOLSOM has been transferred from the General Office, at Asbestos, to the Check Test Department.

L. H. STAPLES, cashier has been transferred to the Sales Department, acting as junior roofing salesman in Seattle.

JOHN DONNELLY, clerk in the Tabulating Department at Nashua Factory, has been promoted to chief clerk.

GEORGE MORRILL has been transferred from the Mill Stores Department at Asbestos to the Check Test Department.

ARTHUR BRUNT, ridge roll pressman, Nashua Factory, has been promoted to clerk in the Compressing Department.

R. H. SMITH has been promoted to the Los Angeles District as oil industry salesman.

J. C. LANE has been transferred from the Pacific Division Industrial Department to the San Francisco District as assistant to Sales Supervisors, Wayland and Piercy.

WILLIAM MCDERMOTT, formerly in charge of the San Francisco District Sales Promotion Department, has been promoted to assistant to F. C. Cunningham of the Construction Department.

New Employees

(*Continued from page* 11)

H. F. Jansen is a new addition at Asbestos and is "shooting" blasts both with transite and camera.

Chrysotile Mine:

R. O. Grange, formerly of Chicago, is a new accountant at Chrysotile Mine.

Waukegan Factory:

Recent additions to the staff of the Planning Department include A. K. Higbee, J. S. Taylor, Mrs. Moody, and Miss H. Kelly.

Walter Zylkowski is a new order clerk in the Order Department.

General Office:

William MacCartney recently joined the Company as a part time mail clerk in the General Service Department.

Gertrude Churchill is a new secretary to A. A. Beckwith, Manager of the Procedure Section.

New mail clerks in the General Service Department are Russell Asper, Laurence Hymen and Joseph Bingel.

Signe Landberg, Dorothy Mullen and Anne Steckler are now information clerks on the seventh, nineteenth and fourth floors respectively.

Mrs. Effie Ort recently joined the Company as secretary to L. H. Brown, Secretary and Assistant to the President.

Toby Rich has joined the Company as a utility stenographer, General Service Department.

W. Nebb is a new draftsman in the Industrial Department.

Bryce Haynes recently joined the Company in the market analysis section of the Sales Promotion Department.

W. F. Hubbard is a new assistant to H. M. Shackleford in the shows and displays section, Sales Promotion Department.

A. H. Sisson recently joined the Company as assistant manager, street railways and motor bus division of the General Railroad and Government Department.

C. R. Binder is a new employee in the Finance and Accounting Department.

F. C. MacKrell has entered the Company as Staff Engineer in the engineering and development section of the General Industrial Department.

P. C. Lipscomb and J. Y. Dunbar are two new employees in the acoustical section under R. V. Parsons, Staff Manager.

R. E. Ligon recently joined the Company in the Architects' Service Department under F. P. Byington.

M. Batstone is a new typist in the Accounts Payable Department.

A. C. Feaster recently entered the Company as comptometer operator in the Compensation Department.

T. Jardine is a new Elliot-Fisher operator in the Bookkeeping Department.

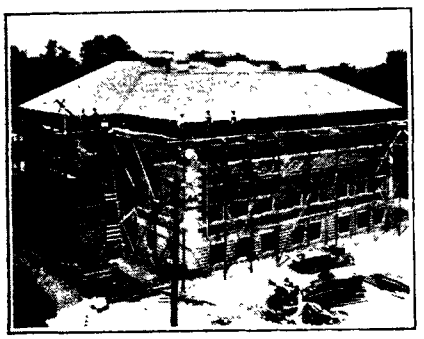
R. A. Neale entered the Company recently in the Order Department.

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Here and *There* in the Field

Shingles Replace Slate

The Kendallville, Indiana, Department School Building, had a slate roof which proved unsatisfactory. An architect was consulted, as it was planned to install a new deck framing, sheathing and roofing material, R. D. Bonnell, J-M salesman, addressed



The Department School at Kendallville, Indiana, recently re-roofed with J-M shingles.

the school board at two meetings and was successful in selling 68 squares of No. 5 mottled blue-black asbestos shingles to replace the slate, besides 30-pound asphalt felt for the sheathing. On the flat portion of the roof deck they used 17 squares of Class A built-up roofing.

A Growing Acoustical Business

In the September issue of the J-M Circle there appeared an article on the acoustical business secured in Worcester by D. C. Crosby, Sales Supervisor for the Worcester sales territory, cooperating with J. A. Davidson, Jr., acoustical representative for New England.

This same teamwork by Messrs. Crosby and Davidson has just sold three more acoustical jobs in Worcester. About 10 years ago acoustical treatment was installed in one of the office rooms of the Norton Company, and this was so satisfactory that a $4,000 contract for acoustical treatment in other offices has been secured.

J-M acoustical treatment was also installed in the bowling alley walls and ceiling at the Worcester Club, the contract amounting to about $1,500.

The same team also secured the contract for correcting the walls and ceilings of the typewriting rooms in the High School of Commerce, amounting to $5,000.

In speaking about the acoustical business in Worcester, which amounts to $20,000 in contracts secured since the first of June, Mr. Crosby said, "I first tried to secure a good representative installation and succeeded in the State Mutual Life Assurance Company, whose several contracts amounted to about $5,000. With this installation as a reference I went after other prospects, and with the valuable assistance of Mr. Davidson was successful in securing the additional contracts, which, as stated above, now total about $20,000 for the city of Worcester."

Mr. Davidson thinks that they have only just begun to secure acoustical contracts in the city of Worcester, and he feels that the representative contracts referred to above will certainly be of assistance in closing others.

A Stamp of Approval

The Du Pont Company recognizes the merit of Johns-Manville materials, judging from these orders secured by Thomas B. Stein, salesman in Wilmington, Delaware.

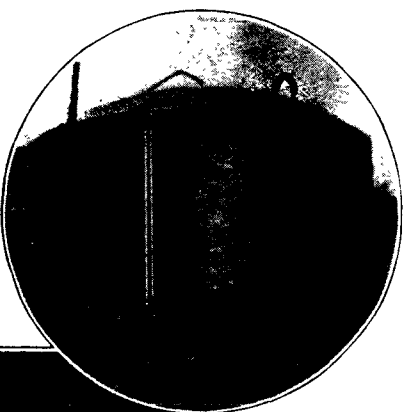
The roofs of 193 houses of employees of the company near Pennsgrove, New Jersey, will be of No. 70 duplex shingles. A few months ago Mr. Stein sold approximately 2,000 squares of shingles to cover 153 houses in the same village, and this last order brings the total to 4,590 squares.

And for the new carbon bi-sulphide plant at Old Hickory, Tennessee, the following J-M materials were specified: flat Transite and Superex blocks for retorts, retort cement for gas flues, 85 per cent magnesia insulation, and corrugated Transite and built-up roof. This is the first plant of this type where retorts have been insulated in this manner.

Two Transite hoods will be used in the celophane plant of the Du Pont Engineering Company at Buffalo, New York. Four of these hoods have been sold for this purpose in the last few months.

A Big Storage Tank Job

The photographs below show one large tank 40 feet in diameter and 20 feet in height, and six small tanks 8 feet in diameter and 32 feet in length, which are insulated with approximately 8,000 square feet of one and one-half inch magnesia blocks and 11 tons of one-half inch insulating cement. This material was sold by I. Benner, Harrisburg salesman, and applied by Nicely and Company, approved contractors of Philadelphia. The tanks are used to store oil used in open hearth furnaces. In addition to the above the lines running from the tanks to the furnaces were placed in concrete tunnels and insulated with approximately 1,300 feet of magnesia pipe covering.





J-M insulated tanks for storing oil used in open hearth fireplaces.

J-M Roofs in Chile

The "Cía. Constructora Fred T. Ley (S. A.)" of Santiago, have given García y Bravo Ltd., special representatives for Johns-Manville building materials in Chile, an order for super Class A built-up roofing for the new building of the newspaper "La Nacion." The area of this roof will be approximately 1,850 square meters.

Sánchez Errázuriz y Cia, Santiago Chile, a firm of architects, also gave Messrs. García y Bravo Ltd., an order for about 1,200 square meters of Class A built-up roofing.

Leave Your Samples Behind You!

The value of "leaving your samples and pamphlets behind you" is quite convincingly shown by an order recently received by J. K. Johnson of the Columbus Office.

The Smith Agricultural Chemical Company, a large producer of commercial grade acids and fertilizers, had always been a good prospect for corrugated Transite and other materials, since it had hundreds of squares of corrugated iron siding in very poor condition due to the chemical fumes generated in manufacturing.

No headway had ever been made with this concern, but Mr. Johnson, when calling in regard to an asbestos rope order, loaded the engineer with samples of corrugated Transite, telling him to put them where they would be subjected to the most severe conditions in the plant. The superintendent,

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not being in a responsive mood, was left some literature and additional samples with the remark, "Tell you more about this material later, but try out the samples."

The follow-up call was very productive. The engineer had taken the conversation very seriously and actually placed a number of the samples at various points about the plant. For example, one was placed directly above a sulphuric acid vat and another in a pile of commercial fertilizer. As a result, the new sulphuric acid carboy building, 40 feet by 100 feet, is built of corrugated Transite siding and has a Johns-Manville prepared asbestos roof.

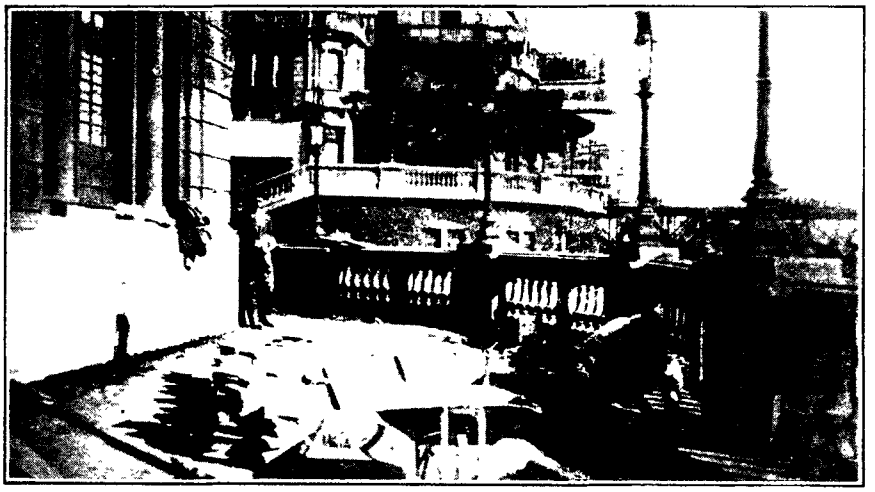
Getting the Brake Business

T. L. Bonroe, salesman in the St. Louis District, who has been highly successful in the establishing of Class A Service Stations, reported a procedure that might be well for one to follow if he contemplates going into the brake business.

Two months before Robnett and McHarg, Columbia, Missouri, announced they were going into the brake business, they went to the City Hall and obtained the names of every motorist in town, the kind of car he drove, and its approximate age. Following this they made private investigations and found J-M brake lining and equipment the best means of serving these owners. As a result, they recently gave Mr. Bonroe their initial order calling for over $2,500 worth of lining and equipment.

The proprietors then invited all the car owners to inspect their station at the grand opening, and by their previous investigations were able to start working on the owners immediately, sending literature, and getting the jump on their competitors.

Each owner's attention was called to the kind of car he drove, and he was reminded that it was about time for his brakes to be relined with J-M brake lining. This sales promotion work returned profitable dividends.



The terrace of the City Hall in Sao Paulo, on which is applied J-M waterproofing.

A Total of 10,000 Squares

Final inspection was made on November 23 of the Class A roof applied by the Taylor Roofing Company of Nashville, Tennessee, on the Du Pont Rayon extension. Approximately 3,000 squares of roofing were used over concrete decks with cork, wood decks with cork and saw-teeth and flat construction. There have been approximately 10,000 squares of Johns-Manville roofing applied at this plant during the last few years.

Waterproofing in Brazil

Approximately 10,000 square feet of J-M 3-ply terrace waterproofing was applied on the terrace of the City Hall in Sao Paulo, Brazil. The terrace is covered with promenade tiling, which is subjected to the traffic of thousands of pedestrians daily. The responsibility and reputation of the Brazilian branch in this line of work was a deciding factor in the placing of this contract in the hands of the local engineers.

More Refractory Cements

The November issue of the Circle reported the sale of 85,000 pounds of No. 20 retort cement by W. S. Hamilton, salesman, Chicago City Sales Office territory, Chicago District, to the Graver Corporation, Chicago, for laying up fire brick walls on four Jenkin process refining units.

Mr. Hamilton has since sold the Graver Corporation 170,000 pounds of new style No. 20 retort cement and 40,000 pounds of plastic firebrick material.

Clutch Facings for the Year

In the 1929 contracts thus far signed in the Milwaukee Sales Office territory, Chicago District, is one with the J. I. Case Threshing Machine Company, Racine, Wisconsin. The contract covers their entire requirement of clutch facings and will amount to approximately $25,000 for the year.

Spirit of Service in J-M

One evening A. LaGattuta, auditor of the General Office Accounting Department, who was in Los Angeles, Ralph Brian, assistant manager of the Los Angeles Office, and J. M. Booth, chief clerk, were working late, checking over stock cards. About 10:30 p.m. the Union Oil Company telephoned that another very serious fire had broken out on property adjoining theirs at the Santa Fe Springs Oil Field. The Company was preparing to put it out, and wanted some sheets of corrugated Transite immediately to be used as a fire barrier in protecting the workmen from the extreme heat.

The warehouse was of course closed, but the three men drove down to the warehouse,



The proprietors of Bryant's Brake Service, one of the J-M Class A Service Stations located at Pine Bluff, Arkansas, were in the tire and battery business and just recently branched out into automobile brake service work. They are quite optimistic of the future and expect to sell a considerable amount of brake lining.

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opened it and personally helped to load the Union Oil truck. It was well after midnight when they finished. This is another demonstration of the spirit of service in the Johns-Manville organization.



Approximately five miles of Johns-Manville 4-ply Improved Asbestocel and two miles of 85 per cent magnesia insulation have been installed in this new Industrial Trust Company Building in Providence by the Rhode Island Covering Company.

A Mountain Home Roofed by J-M

When it came to selecting a roof for his mountain home at Pine, Colorado, William A. Baehr, President of the North Continent Utilities Company, chose Johns-Manville rough texture colorblende shingles. The shingles are laid in random or haphazard fashion, architecturally in accord with the style of the structure. One hundred twenty-seven squares of shingles were used.

Note how the ingenious use of lodge poles for hips and ridges, adds to the rustic features of the house, which is built on the side of the mountain.

Insulation for Drying Pans

R. L. Martin, salesman, Des Moines Sales Office territory, Chicago District, secured a contract from the Quaker Oats Company at Cedar Rapids, Iowa, for applied insulation, amounting to about $3,000, which he turned over to the Prillaman-Adler Company, approved contractor at Davenport, Iowa.

The apparatus on which the insulation is to be applied is known as Grain Drying Pans. The pans are of steel, 10 feet in diameter and shaped like a saucer, hollow, and heated with high pressure steam. They are placed one above the other, about 36 inches apart. These columns of pans extending upward through several stories of the dryer plant have the general appearance of a lot of cookies on a string.

There are 98 of these pans, and the insulation is applied on the lower side only. The specifications are for insulation of one inch thick 85 per cent magnesia blocks wired in place, hexagonal mesh galvanized wire stretched over blocks, and one-half inch coat of No. 400 asbestos cement finished with a 6-ounce canvas jacket.

J-M Materials on Cruisers

J. F. Hemberger, special representative on industrial insulation, Philadelphia District, recently obtained a very worth while order from the New York Shipbuilding Company of Camden, New Jersey. The order covers all requirements for insulation materials for Scout Cruiser No. 25, "Salt Lake City," and No. 27, "Chester." These two boats are under construction at the present time and will be completed the latter part of next year.

The Largest Roof in the City

Upon securing a contract with the Willys-Overland people for their 1929 requirements of body stock, the Mengel Body Company of Louisville determined recently to erect a new million dollar body plant to take care of the tremendous increase in production necessitated by this contract.

Through the efforts of C. W. Barton, representative in Louisville Sales Office territory, Chicago District, and Oscar Braum of the General Asbestos and Supply Company, approved roofing contractors, a Johns-Manville built-up roof was applied.

The completed job included the main unit of the new factory and 18 dry kilns, a total area of 2,800 squares. The main unit covers a larger area than any single building in the city of Louisville, thus giving Johns-Manville the distinction of furnishing the largest roof in the city.

In the "City of Destiny"

The entry of large pulp and paper interests into the State of Washington has attracted companies manufacturing chemicals used in this industry. The Tacoma Electro Chemical Company and the Hooker Chemical Company are now erecting plants in Tacoma. Fred Miller, general representative in that city, sold the former built-up asbestos roofing, and the Austin Company, engineers, are applying No. 170 blueblack asbestos shingles on the Hooker plant, with built-up asbestos roofing on the flat portions. With sales of 1,500 squares of built-up asbestos roofing and large quantities of sponge felted insulation already made to the Union Bag and Paper Power Corporation of Tacoma, Johns-Manville is pretty well represented in this new industry in the "City of Destiny."

The First J-M Roof

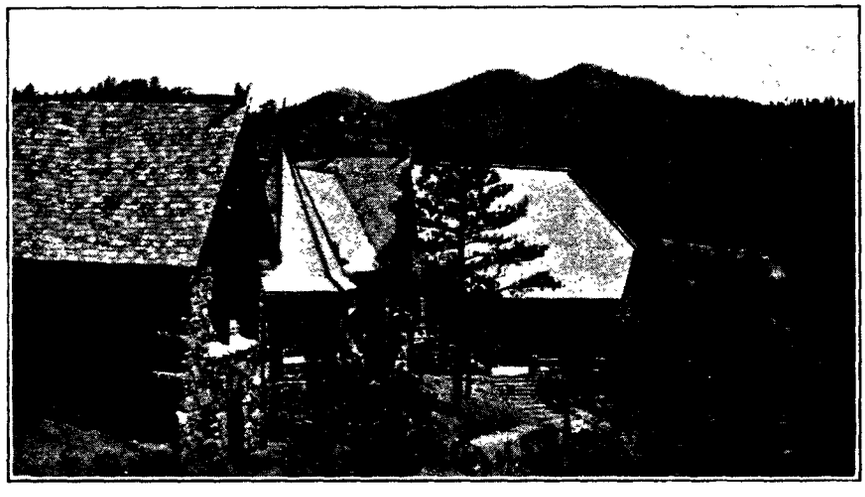
The first "corrugated asbestos roof" to be applied in Fredericksburg, Virginia, was the subject of a news item in a Fredericksburg paper recently. The story follows:

"R. L. Kent and A. D. Bazzarre, insulation engineers for the Johns-Manville Corporation, are in Fredericksburg personally superintending the application of the new roof for the Sunshine Laundry Building. This is the first Corrugated Asbestos Roof to be installed here. The roof is absolutely fire-proof, requires no sheathing or painting, being laid directly on the purlins.

"This roof as well as a large part of the building material for the Sunshine Laundry Building is being furnished by Edgar M. Young, Lumber and Building Material, National Boulevard, this city."

J-M Lining Checks Skidding

G. K. Taylor, brake lining salesman, Pittsburgh District, might have had a serious accident if the brakes on his car had not



The mountain home of William A. Baehr, President of the North Continent Utilities Company, has J-M rough texture colorblende shingles.

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been equipped with Johns-Manville brake band lining.

After the first snow of the year on the road between Marietta, Ohio, and Wheeling, West Virginia, his car began skidding, and started over a 15-foot bank. The J-M brake lining enabled him to check the speed of the car sufficiently to have it come to a stop without turning over.

Two fenders, the bumper and one front spring of the car were damaged, but Mr. Taylor received only a thorough shaking up.

Selling a Former Customer

For the first time in eight years, the Mid-Continent Petroleum Corporation has placed an order with Johns-Manville for 560 pounds of service sheet packing. Credit is due E. J. Liggett, Tulsa salesman, for having "sold them" on J-M sheet packing after they had favored competitors on this class of material for so many years. He has been working on this job for about a year.

Brake Band Lining Featured

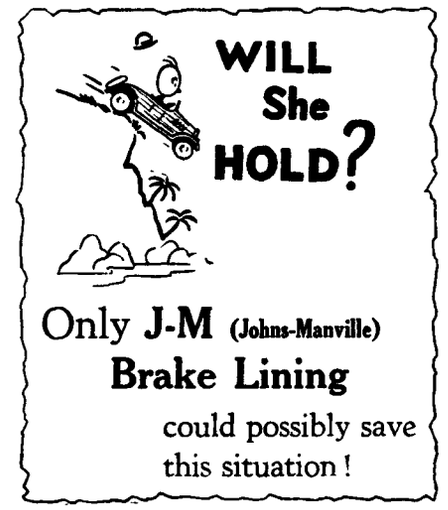
James J. Niven and Company, Limited, J-M automotive distributors in Wellington, New Zealand, report that they had a splendid stand at the Wellington Winter Show, and have submitted to the Foreign Division a semi-humorous souvenir which proved a winner. Johns-Manville brake band lining occupies a prominent position in this booklet.

On the Job Early

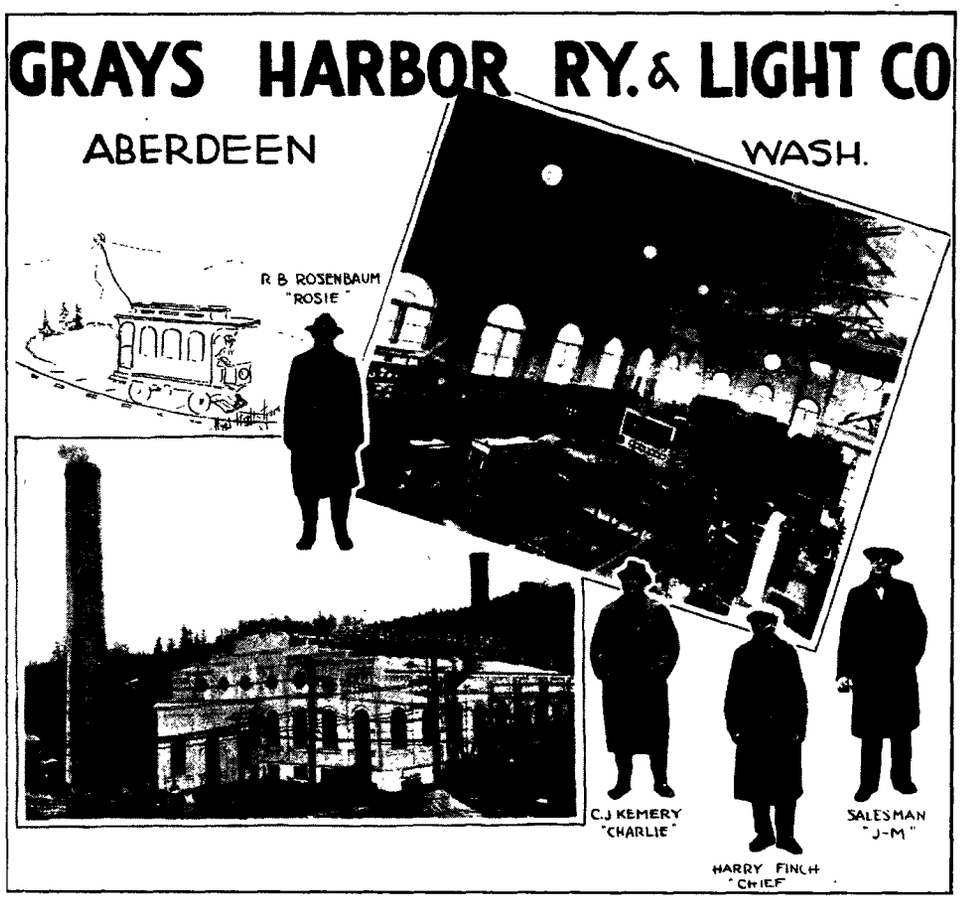
Even before ground was broken for the new power plant of the Grays Harbor Railway and Light Company, at Aberdeen, Washington, Hal Hallstrom, general line salesman of Seattle District, was on the job trying to sell insulation. But R. B. Rosenbaum and C. J. Kemery, construction engineers for the Sanderson and Porter Company of New York, were not ready for insulation.

Mr. Hallstrom then talked roof, and pointed out that the new power plant would want the same quality roof as was on the old building—a J-M built-up 20-year roof that already had lasted 24 years without any expenditure for maintenance. Mr. Rosenbaum was impressed by this record, and bought the roof. And since he wanted the same quality in the ceiling of the turbine and boiler rooms, he ordered Johns-Manville flat Transite for this.

Then Mr. Rosenbaum and Mr. Kemery took up the matter of steam traps. They wanted a trap that would operate without maintenance cost, and again they turned to Johns-Manville. In the old building insulation sometimes had to be replaced, and Harry Finch, chief engineer, always saw that the new insulation was J-M 85 per cent magnesia. J-M is also represented in the switchboards, which are of asbestos ebony.



This was the way the J-M automotive distributors in New Zealand advertised Johns-Manville in a souvenir booklet distributed at the "Wellington Winter Show."



Hal Hallstrom, Seattle salesman, sold a J-M roof before ground was broken for this plant.

A Good Listener

That there is a great possibility for office quieting treatment in stock brokers' offices is evident.

J. Roy Andrews, Chicago city salesman, heard the familiar tick-tick while walking in the corridor of the Bankers' Building, Chicago, past the offices of Merrill Lynch Company, dealers in investment securities.

Mr. Andrews took the opportunity of stepping into the office, and calling the manager's attention to the annoyance. He suggested J-M acoustical treatment, and as a result, a proposal was made out and promptly accepted by the brokerage firm.

It is needless to add that good listening makes a good acoustical salesman.

Building Shingle Business

J. W. Kelley, salesman in the Omaha Sales Office territory, Chicago District, secured $9,500 worth of rigid shingle business during the month of October. This was accomplished by diligent work with his distributors. For instance, he would work with a distributor and secure one or two jobs for him, which would neces-

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sitate the placing of a carload order. In some cases he would sell an order for green or red shingles which the distributor did not have in stock, and thereby create an order for a carload, although the distributor may have had on hand a sufficient quantity of mottled grays.

Mr. Kelley works on the theory that the lumberman will push what he has in stock and therefore if he keeps him well supplied with asbestos shingles, he will recommend them to his customers.

J-M Shingles Win Out

Competitive shingles were specified for the Kentwood Colored Training School at Kentwood, Louisiana, but that fact did not deter Salesman E. A. Cresap, New Orleans Office. A trip to the dealer who had the competitive shingles in stock resulted in permission to discuss the substitution of J-M shingles. Mr. Cresap interviewed the commissioners, who lived at widely separated points in the country, and obtained an O.K. for J-M shingles. He then sold the contract and took the order to the dealer who was to furnish the competitive shingles. Obtaining a dealer's order for J-M shingles, he filled it from the stock of a J-M distributor.

A Change to Heavy Duty Lining

Of considerable importance to H. F. Luedtke, salesman in the Milwaukee Sales Office territory, who puts forth much effort on equipment accounts, was the decision on the part of the Harnischfeger Corporation to standardize on J-M heavy duty woven lining for use on all models of excavators, cranes and shovels. The change from standard woven lining took effect January 1.

Roofing Sandwiches Effective

J. L. McCullough, building materials salesman of the Columbus territory, working through William Kenyon, distributor in Marion, Ohio, was successful in having an ordinance passed by that city prohibiting the use of inflammable roofing materials within the fire zone. Since the fire zone comprises the entire downtown section of the city, this ordinance will be of material assistance in the sale of asbestos roofing materials.

Mr. McCullough, with the assistance of the local fire chief, was able to carry this project through largely by the use of roofing sandwiches. Each sandwich burned meant a new supporter, and the last group burned before the City Council was the deciding factor in the passage of the ordinance.

Not Specified, But Used Anyway

P. H. Rasmussen, Sales Office Supervisor of the Des Moines territory, Chicago District, tells of an interesting case of where Johns-Manville materials were used in a building under construction although J-M representatives and the approved roofing contractor were unsuccessful in securing the order. When the competitor began the application of the roof, he ran short of felts and purchased about three tons of asphalt rag-felt from a J-M approved roofing contractor to finish the job.

The job was the New Tallcorn Hotel, at Marshalltown, Iowa.

New Plant J-M Insulated

In connection with the new million dollar plant erected by Deere and Company, of Moline, Illinois, at Waterloo, Iowa, R. L. Martin closed contracts with the Purchasing and Engineering Departments at Moline, for the entire insulation requirements, consisting of Asbestos-Sponge felt, one and one-half inches and two inches thick, for high pressure work, and 4-ply Improved Asbestocel for low pressure lines.

The two contracts, which total approximately $5,500, were given to the Prillaman-Adler Company, Davenport, Iowa, approved insulation contractor.

Fibre conduit was also sold through the Republic Electric Company, Davenport, Iowa, Johns-Manville distributors.

"Quieting" the St. Louis Office

Employees of the St. Louis Office have had an opportunity to test the efficiency of Johns-Manville acoustical treatment as some Nashkote BA was recently installed in the J-M office there.

Before the installation it was only with the greatest difficulty that one could talk over the telephone, or dictate, as the floor, walls and ceiling of the office are concrete and the reverberation was unusually great. Since the 5,000 square feet of ceiling has been treated the sound difficulties have been entirely eliminated from the office.

Several architects and engineers have viewed the installation with considerable interest.

The Fifth Roof in Two Years

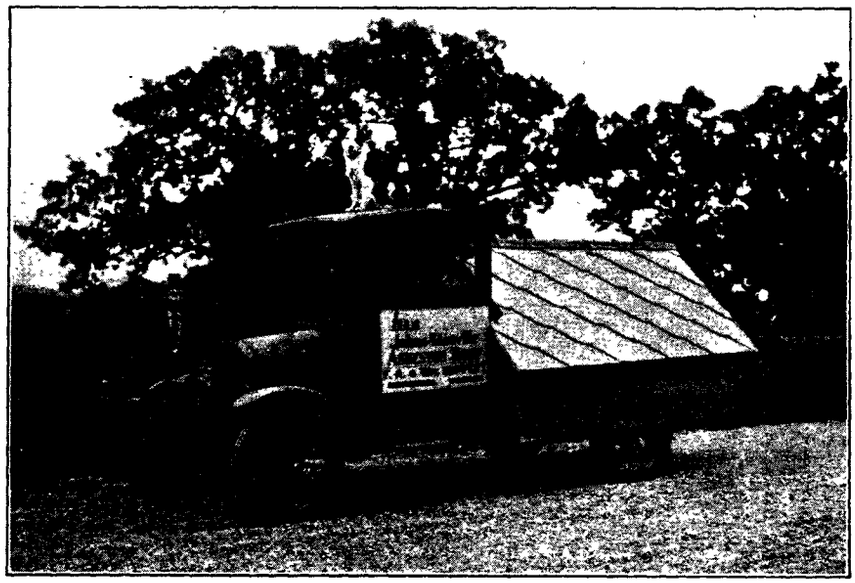
J. E. Bowell, salesman of the Minneapolis Sales Office territory, Chicago District, has just received an order for another corrugated Transite roof for the Minneapolis Gas Light Company, Minneapolis, for the water gas generator building. The order amounts to approximately $5,000. This is the fifth building to be roofed with Johns-Manville corrugated during the past two years.

Mr. Bowell reports that under very severe conditions the material has not deteriorated in any way, and that this public utility customer is highly gratified that the material was brought to their attention. The Minneapolis Gas Light Company now has approximately $25,000 invested in corrugated Transite roofs.

Good Service Sells Roofing

J. K. Johnson of the Columbus Office secured an order for 126 squares of extra heavy white top asbestos roofing with Pyramid caps for the new Liberal Arts Building, at Ohio State University. This order resulted from the excellent performance of the same material on the Gymnasium and in the Robinson Laboratory.

The gymnasium was erected 20 years ago. It was first covered with copper, which was removed on account of expansion, and replaced by a metal roof. The metal roof was soon replaced with asbestos. The asbestos roof has given excellent service and a recent inspection indicated it was still in perfectly good condition.



F. A. and William Ruppert, roofing distributors in Mukwonago, Wisconsin, use this truck with a J-M asbestos roof, to help increase their sales.

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Within the Circle

Eastern Division

A. R. GIBBONS, *Associate Editor*

Margaret M. Casey, telephone operator at the Boston Office, has announced her engagement to Patrick J. Cullen. Miss Casey has been with the Company for about 10 years.

The Eastern Division has established a Sales Office in New Haven, Connecticut, at Room 23, Mansfield Building, 149 Temple Street.

Western Division

E. NELSON, *Associate Editor*

Harry L. Leinberger, of the Chicago Accounting Department, is the proud father of twin girls.

J. G. Mason, Tulsa city salesman, says working acoustical treatment prospects pays. In the past 60 days he has closed eight contracts, averaging approximately $2,000 each.

Robbers recently entered the home of T. L. Bonroe, St. Louis salesman, during his absence, and stole over $1,000 worth of furniture and clothing. No trace of the goods has been found.

E. J. Liggett, Tulsa salesman, was called to St. Louis on November 15 by the death of his father in that city.

After a recent sales meeting where Nicholson-Tomme, Incorporated, J-M roofing distributor, offered prize money for each order secured up to a certain amount, Bruce K. Owen, roofing salesman in Houston, secured an order and had it on the distributor's desk before he could get back to his office from the sales meeting. Evidently Mr. Owen wanted to see if the distributor was in earnest. He also followed up with another prominent order the next morning, which gives him a very nice start toward the prize money.

J. E. Melican, chief clerk of the St. Louis Office, was granted a 30-day leave of absence because of illness.

C. H. McCauley of the Chicago Office was in Tulsa November 23, when he discussed built-up roofing with the Oklahoma salesmen in a very interesting and enthusiastic meeting.

F. C. Ryan of the engineering staff at New York recently did some special work with Messrs. Pein and Hennessey calling on Electrolytic industries.

W. P. Gundlach, St. Louis salesman, has given Memphis Office territory considerable of his time recently adjusting complaints. His help and splendid cooperation given to all the men was greatly appreciated.

H. L. Harrison of the New York Office spent the week of November 29 in Houston. Some very good results are expected from Mr. Harrison's assistance.

F. W. Hodson, Sales Supervisor of the Tulsa Sales Office, recently had the opportunity of visiting Waukegan Factory, and was very much impressed with the magnitude of the plant and the efficient manner in which every department carried on its work.

The entire Johns-Manville organizaton in New Orleans went "over the top" 100 per cent in the "Community Chest Drive."

C. E. Vance, Western Division special packing representative, recently made a trip into north central Wisconsin calling on paper mill accounts and other plants. F. E. Taylor, President of the Merrill Machinery and Supply Company, of Merrill, Wisconsin, Johns-Manville packing distributor and approved insulation contractor, was very well pleased with the work he did there.

Mary C. Baumann, stenographer in the New Orleans Office, celebrated her seventeenth anniversary by giving a "Birthday Dance" to which all her co-workers were invited.

R. L. Martin, salesman, Des Moines Sales Office territory, Chicago District, secured a contract from the United Light and Power Company at Davenport, Iowa, for applied insulation for the new plant of the Peoples Gas and Electric Company, at Mason City, Iowa. The contract amounts to approximately $2,500. The specifications call for a Superex-Magnesia combination and the contract will be executed by the Central Asbestos and Supply Company of Des Moines, Iowa, approved insulation contractors.

An order has been secured by M. E. Duncan, Tulsa salesman, from the Phillips Petroleum Company, Bartlesville, for roofing their entire camp at the new West Texas Gasoline Plant at Crane, Texas. This camp consists of 18 houses, all of which will have Johns-Manville No. 70 asbestos shingles.

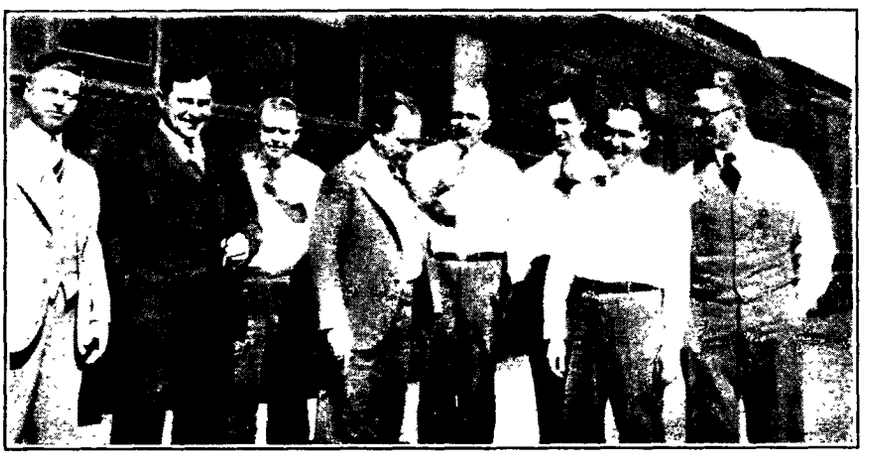
Charles Bizot of the New Orleans Office, working with A. W. Graning, southern acoustical representative, recently closed a $2,000 acoustical contract for a local public school.

P. G. McHenry of the Chicago Industrial Roofing and Building Materials Section, spent some time in Houston and vicinity during the week of November 5, working on corrugated Transite roofing prospects.

The Carter Oil Company has just placed an order with E. J. Liggett, Tulsa salesman, for 10,000 outlet cap gaskets, for use on tank cars of casing head gasoline and crude oil. This order is about one-third of their yearly requirements of this material.

Thomas Bulter, New Orleans salesman, recently sold a colorblende shingle roofing job amounting to approximately $1,500 to Tupple Lighthouse, vice-president of the Brundidge, Alabama Bank.

It is not always the size of the order that makes it distinctive; it is the work and thinking involved in obtaining it. When the Brown Paper Mill Company of Monroe, Louisiana, decided to reroof, and at the



This picture of the Pacific Division executives was taken while they were enroute to New York to attend the General Conference last September. Left to right: E. H. Clausen, Sales Manager, San Francisco District; G. G. Ashwell, Sales Supervisor, Merchandising Department; W. J. Hennessy, Sales Supervisor, Railroad and Government Department; Franklin Shuey, Sales Manager, Pacific Division; Guy A. Barker, Sales Supervisor, Industrial Department; F. W. McDermott, Sales Manager of the Seattle District; P. A. Andrews, formerly Sales Manager, Pacific Division and recently appointed assistant to Vice President in charge of sales; and Harry Hennings of the General Roofing Company.

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same time to change their roof entirely in style and structure, Salesman Ray G. Wille was on hand with a sample of corrugated Transite. He obtained the order, which amounted to about $1,000.

R. O. Fischer, Chicago District salesman, has been successful in securing the Swords Brothers Company as J-M packing distributors. Mr. Fischer secured this contract only after long and patient salesmanship. The Company was handling competitors' products exclusively, but by showing them the superior quality of J-M products, the value of Johns-Manville cooperation, as well as the lack of sales resistance in handling the line, he was able to win them over.

The Phillips Petroleum Company are receiving many compliments on their new type of filling station, roofed with J-M No. 52 gray asbestos shingles, and then painted with Duco paint in various colors. M. E. Duncan, Tulsa salesman, made this sale.

Pacific Division

E. N. CHRYSLER, *Associate Editor*

At the Pacific Northwest Master Painters Convention held in Seattle November 15 to 17, Seattle District installed an exhibit of the various types of acoustical treatment, arranged in panels which aroused considerable interest among visitors.

Sam J. Piercy, Sales Supervisor, Merchandising Department, San Francisco District, represented Johns-Manville at the Retail Lumbermen's Convention held at the St. Francis Hotel, San Francisco, on November 15, 16 and 17.

Mr. Shepard, General Manager of Friend and Terry Lumber Company, J-M distributor in the Sacramento Valley, lost a secretary and a J-M salesman gained a wife on Thanksgiving Day, when W. W. McDonnell and Miss May Powers were married. They left for a two weeks' tour of Southern California, and on their return will make their home in Sacramento.

Foreign Division

E. A. MCLAUGHLIN, *Associate Editor*

Norman Broomhall, Managing Director, and William F. Neu, Jr., New York representative of Messrs. A. G. Healing, Limited, brake band lining special representatives in Victoria, Australia, recently visited the Foreign Division in New York. This Company has made remarkable progress within the past few years, and their outlook for the future in Australia is very bright. Both Mr. Broomhall and Mr. Neu expressed entire satisfaction with Johns-Manville goods and service.

Asbestos, (Que.,) Factory

GEORGE L. FULLER, *Associate Editor*

Recent visitors at the plant include Mr. Hughes and A. M. Hamblet from Manville.

Myron H. Clark, Planning Manager of Factories and Mines, called in during the week of December 15 and cheered up the employees so that everyone is going into the New Year with every ambition to make 1929 the best ever.

Harry Finnegan of Asbestos Factory acquired a "10-point" buck in the recent open season.

Joseph McCaffrey, drilling and blasting foreman, has worked in the mining end of the Canadian asbestos industry for 38 years and has never required a doctor's attention through injuries received on the job.

Congratulations are extended to R. Hall, a new member of the Research Department, on the arrival of a son, December 11.

Cincinnati Factory

T. R. TURNBULL, *Associate Editor*

A baby girl was born at the home of Mr. and Mrs. Delno Bernard on November 24.

Mr. and Mrs. T. R. Turnbull are the proud parents of a baby boy, born November 15.

Manville Factory

C. K. DILLINGHAM, *Associate Editor*

Charles Kelly, who for the past 11 years has been employed in the Erection and Repair Department, died very suddenly December 7. Funeral services were held at the Masonic Temple at Bound Brook.

A most delightful event arranged by Manville Factory employees was the get-together dinner on November 22 to celebrate the return of Harry Larison to Manville as superintendent of the paper mill. The dinner was served in the spacious dining room of the Riverside Hotel at North Branch, New Jersey. An orchestra rendered a musical program during dinner, and afterwards E. A. Toohey and others gave interesting talks welcoming Mr. Larison back. Mr. Toohey included in his remarks a talk given by M. H. Clark, on Character.

Michael Iwanylo of the Mastic Department, "G" Building, died on November 18.

Rodman Oaks of the Roofing Department, "F" Building, died December 9.

J. H. McDonough has been appointed reporter on the Circle staff, representing the Paper Mill at Manville Factory, in place of L. E. Blaisdell who has been transferred to the Laboratory.

Nashua, (N. H.,) Factory

E. C. HOPKINS, *Associate Editor*

The Ebony Shipping Department has a record of 100 per cent for having shipped orders on time for the past 10 weeks.

Mr. and Mrs. Joseph Morin are the proud parents of a son, born December 10. Mr. Morin is foreman of the Punch Department.

Mr. McKensie, shingle machine foreman at the Canadian Factory, visited the Nashua plant the week of December 11.

W. E. Dane, Traffic Manager at Nashua Factory, returned from a hunting trip recently with a deer.

Waukegan Factory

J. E. BEGERT, *Associate Editor*

On November 20, P. S. McHenry of the Chicago Office made a uniform distributed load test of the new corrugated Transite at the Waukegan Factory. This and other tests conducted by the Waukegan Factory prove the superior strength of this product, and it is believed to be the strongest and best appearing of any type of corrugated Transite ever produced.

On November 26, N. C. Miller of the Rutgers University Division of Industrial Training, gave a talk on foreman training, similar to that being given at Manville Factory, to the employees at Waukegan Factory who were eligible to take the course. There were 103 in attendance at the meeting, and approximately 80 employees have subscribed to the course.

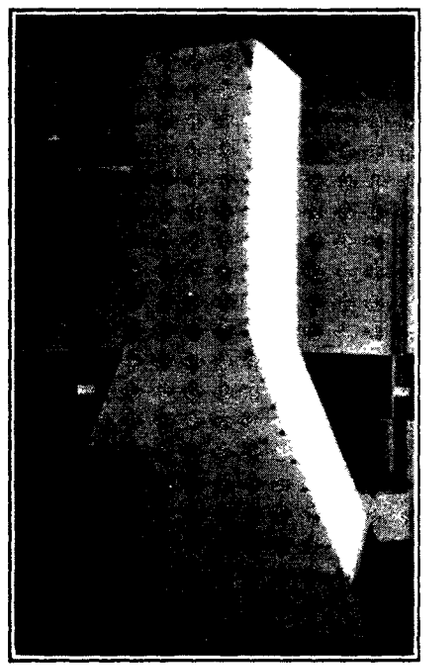
General Office

FLORENCE MUIR, *Reporter*

T. W. Lindquist of the accounts payable section of the General Accounting Department was married recently.

W. R. Seigle, Vice President in charge of Factories and Mines, accompanied by Mrs. Seigle, sailed for Europe on the S. S. Majestic December 8.

L. H. Brown, secretary of the Johns-Manville Corporation, left on December 26 for a vacation trip to Miami Beach, Florida. Mr. Brown stayed at the Floridian Hotel, and during his stay visited several mining companies in the interest of Johns-Manville.



A Transite smoke jack made at Waukegan

Lecture Given at Asbestos

On December 6, Asbestos foremen and executives had the pleasure of hearing a talk by Professor Chaffe in connection with a Foreman Training course. Those who were at this meeting came away convinced that the lectures will prove very interesting, and since there is to be a certain period allotted at each meeting for open discussion, they feel sure some very interesting points will be brought up.

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SPORTS

Waukegan Factory Bowling League Holds Banquet

On October 25, the Waukegan Factory Bowling League held its annual banquet. J. P. Kottcamp, General Manager of the Factory, acted as toastmaster.

The program started with a number by the North Shore Orchestra directed by Henry Meisenheimer, Assistant Superintendent of the Pipe Covering Department. Mr. Kottcamp made a few remarks and invited everyone to enjoy himself.

After dinner, each bowling team captain was called upon to predict the standing of his team at the close of the bowling season. Each captain had a better prediction than the last, but of all honest people, Captain Victor Rehor takes the prize. He made this statement: "Even though I'm captain of the Pipe Covering team, I hope the Packing team wins first place, as I am an employee of the Packing Department."

Mr. Kottcamp gave an interesting talk on the League as a whole. He asked Mr. O'Neil to carry back a challenge to Manville Factory that Waukegan would like to bowl a Manville team at Pittsburgh, Pennsylvania. Mr. O'Neil responded with an interesting talk and stated he would convey the challenge to Manville and he was sure they would accept.

A. R. Fisher, General Superintendent, asked the Waukegan officials to lend their support to the Bowling League, by forming a group of bowlers to be known as the "Brains and Techniques." A box of cigars will be donated each week to the individual bowling the highest game. Mr. Fisher donated the first box. R. O. Nelson, Waukegan Billing Department and president of the Bowling League, gave a talk and asked everybody's cooperation to make the League affairs a success.

A wild shout went up in the rear of the cafeteria as the Sackman Trio, Waukegan employees, with "Whistling" Sam Wilson of the Pipe Covering Department and his drum, and Director Stevenson, also of the Pipe Covering Department, came marching in playing "Hail, Hail, the Gang's all here." They also played several numbers as the German band.

Mr. Magri of the Shingle Plant gave several selections on the piano accordion. Ray J. Paulson, clerk in the Magnesia Office, favored the group with several piano selections and a song.

The program was arranged by Mr. Meisenheimer, Allan Smoot, Assistant Superintendent, Shingle Company, and W. McGinnis of the Waukegan Order Department. The entertainers were all Waukegan plant talent and everybody enjoyed the evening.

Father and Son Annual Banquet Held at Asbestos

The first Asbestos Troop of Boy Scouts and the Wolf Club Pack, held their fifth annual Father and Son Banquet on November 16 with a record attendance of cubs, scouts and fathers. In the absence of R. S. Gardner, president, who was away on business, the chair was taken by A. R. Johnson, vice president. After a hearty repast provided by the scouts' Mothers' Auxiliary, Mr. Johnson was called upon to present badges to 41 scouts and cubs, the largest number of badges ever presented at any banquet.

W. N. Reakes gave a very interesting talk to those present on the Father and Son idea in connection with Scout work.

A handicap poultry bowling tournament offered much excitement to the members of the Milwaukee Sales Office. N. A. Campbell had the high total and bagged a big fowl. Other members were happy with a duck, goose, or chicken.

Interest is still being maintained in the bowling activities at Cincinnati Factory. L. J. Spangler's Duplex team is leading the league with Mr. Kraak's Tapered, Mr. Collin's Colorblende and Mr. Ammann's Mottled following in the order named.

On November 24 a dinner was given for A. R. Fisher, retiring general superintendent at Waukegan Factory, to celebrate his transfer to Lompoc, California, where he will take charge of the Celite interests just acquired by Johns-Manville. This dinner was held at Grass Lake and there were 37 J-M employees present.

J. P. Kottcamp, Manager of Waukegan Factory, was toastmaster. Many talks complimentary to Mr. Fisher's ability were given, and everybody wished him success in his new field. Wild duck was served and everybody enjoyed the festivities and good music.

D. C. Renton, Chief Engineer from the New York Office, who was at Waukegan, attended the dinner.

Dexter Very, salesman in the Steel Industry Department, Pittsburgh District, combines his business of selling the big steel concerns with a totally different activity—that of serving as a football official. This interest started in his collegiate days, when he was All-American End for two years. His playing in Penn State's great football machines in 1911 and 1912 earned him this reputation. He was also a wrestler of grea prowess, holding the collegiate wrestlin championship for three years.

This fall he has been engaged as an of ficial in ten games, serving as referee i eight of them. Among the games were We Virginia versus Pitt at Pittsburgh; Wash ington and Jefferson versus Carnegie Tecl at Pittsburgh; Georgetown versus Carnegi Tech at Albany, New York; Penn Stat versus Navy at Philadelphia; Washingto and Jefferson versus West Virginia at Morgantown, West Virginia; and his bigges game, that of the undefeated Carnegie Tecl Team against Knute Rockne's famous Notr Dame eleven at South Bend, Indiana.

The girls' Bowling League of Nashu Factory, still continues every week. Mis Florence Baybutt bowled 109 in one strin December 12 and a total of 279. Candl pins are bowled at Nashua.

Night School Opened

A night school has been opened up fo the employees of the Company at Asbestos Through the kindness of Father Castonguay the basement of the new church has bee placed at the disposal of the school com mittee.

Classes are held on Monday and Wednes day evenings from 7:30 p. m. to 9:00 p. m The attendance since the opening in Octo ber has been excellent, and teachers an scholars are equally enthusiastic—most o them assembling in their various classe half an hour before scheduled opening time

The subjects taught are those which ar really essential to the employees and in clude English, Accounts and Reports, Shee Metal Development, Sketching and Blu Print Reading, and Power Machinery. Th teachers are Father Comtois, H. Deeley, P Bartleman, C. D. Borror, H. F. Jansen, E. F Millet, W. McGruer, P. Roy, A. D. Hillike and W. D. Schoonover. The registrar is G A. Lockwood and the principal is Albe D. Tector. The committee is comprised o R. S. Gardner, H. K. Sherry, G. L. Fulle S. L. Lamplough and Mr. Van Winsen, wit Bruce S. MacMillian, secretary.

Keeping Salesmen Informed

Miss Theo Jacobs, clerk in the Peori Office, is sending to the salesmen of th Peoria Sales Office territory, Chicago Di trict, "snappy" sales letters that contai selling punches. W. H. Fogarty, Distric Sales Manager, Chicago District, on a vis to Peoria, expressed himself as well please with the progress made by Miss Jacobs i writing these letters.

A Real "Talking Point"

"Johns-Manville asbestos shingles" wa used as a "talking point" by a resident Highland Park, Illinois, recently, in tryin to sell his $30,000 home. The owner co sidered this roof such a desirable featu that he included it in a classified ad in th Chicago Sunday Tribune.

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AD-MAKING

Some of the difficulties involved in obtaining pictures of J-M products for the printed page

A MAGAZINE advertisement, when it is attractively and convincingly presented, is usually marked by such simplicity that the reader has no conception of the thought—and actual hard work—its design required. But the men in the advertising section of the Sales Promotion Department can testify to the difficulties encountered in getting the photographs for illustration—and this is only one phase of the work!

The problem of finding new and unusual photographs of rigid shingle roofs recently presented itself. The old method of taking a picture of a house from the ground—and having it principally lawn and shrubbery in the finished print—was discarded, and an effort was made not only to photograph the roof at its own level, but also to obtain a reproduction of the actual colors of the job.

In order to take the photographs from this angle some type of portable scaffold for getting "up in the air" had to be found. A primary requisite for this was rigidity, since taking color photographs meant exposing three plates—one each with a red, a blue, and a green filter—with the camera in exactly the same position.

Someone suggested using a "telescoping tower," which consists of ladders erected perpendicularly from a movable platform, and it was tried out recently. This tower is portable and collapsible, but it is so large that S. C. Reynolds of the advertising section had to hire a two-and-a-half ton truck for transporting it, and three men to set it up.

By using only one section of the tower, the three sections of which can be extended to a height of 35 feet, the photographer was able to make his plates while 20 feet in the air. And the results were gratifying, as the photographs on this page show.



The truck was taken to the home of E. D. Gurney, assistant secretary and treasurer of Johns-Manville, in Eastchester, New York, where the photograph below was made under the direction of Mr. Reynolds assisted by Ben Profeta, also of the advertising section. Another photograph was taken of the home of George E. Smith, president of the Royal Typewriter Company, in the Great Neck Estates, Long Island.

The selection of the subjects for the pictures is another problem. The advertising section must find houses good architecturally, with J-M roofs, must secure permission to take the pictures, and must determine at what time of day the photograph has to be taken to get the right exposure.



This picture of Mr. Gurney's home was taken with the camera in the position shown at the left. At the top of the page is the Smith residence with the telescoping tower being erected near by.

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Telephone Courtesy

WITH a sense of deep satisfaction we are able to state that during the past year telephone courtesy averaged better than 90 per cent for all the Company offices throughout the United States and Canada. This exemplifies in a glowing manner the cooperative spirit of all the employees. Let us endeavor during the coming year to make our courtesy showing 100 per cent, always keeping in mind the fact that a "please" and a "thank you" go a long way in building up good will for our Company.

For the benefit of new members of the Johns-Manville family it should be stated that courtesy is a fixed policy with the Company. We believe in its rigid practice as much over the telephone as in face-to-face conversations. We want to make our customers and potential customers feel that they are glad to have called us rather than a competitor. We are gaining a name as a house of courtesy and we cannot allow anything to interfere with such an enviable reputation.

Always remember that courtesy is the cheapest commodity on the market. For something that costs us nothing it brings tremendous returns.

Having established a name for courteous practice we ask the unstinted support of everyone in continuing the excellent service.

A Happy New Year to you all. Let's go over the top with 100 per cent courtesy this year.

JOAN E. WING,
Supervisor of General Office Service.

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