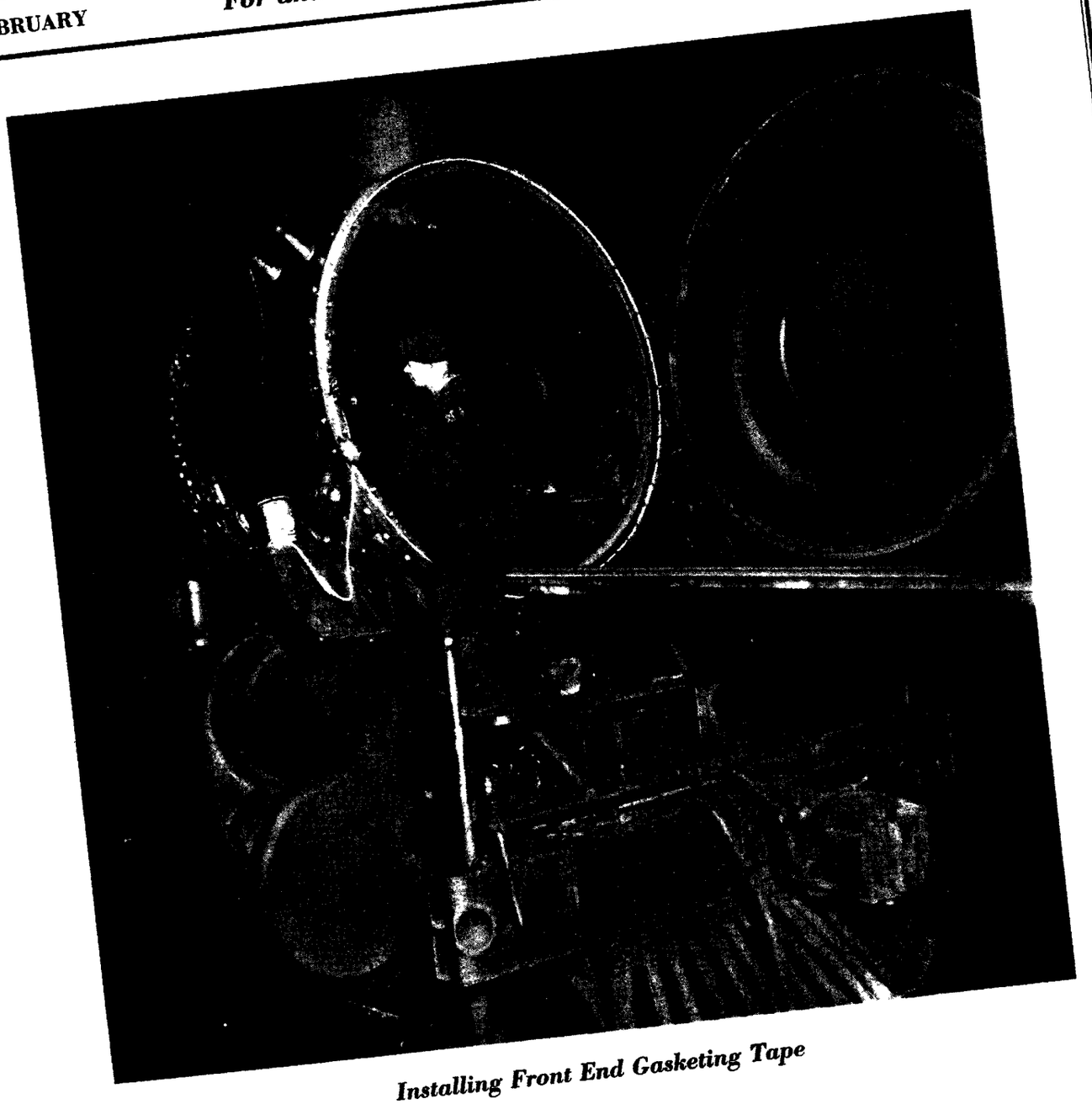
THE J-M CIRCLE

FEBRUARY *For and about Johns-Manville Employees* 1929



Installing Front End Gasketing Tape

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Working Together

As we stand on the doorstep of another year and note the change in marching cadence of our organization, it is with some pride and optimistic feelings that we meet the advance of the next twelve months. At the same time it is well to bear in mind that "eternal vigilance is the price of success." Our effort toward welding ourselves into a harmonious and powerful group, full of vigor and the will to do should be redoubled.



H. P. Rankin

The willing, cheerful and intelligent activity of the individual, of course, is the cornerstone of our structure. But we must pile on top of that cornerstone other stones of accomplishment that are only held there by the mortar of cooperation—working together.

Any team, in any sport, is a winning team only so long as its members work with each other. Two baseball players, gauging each others' steps with their own, will pile up double plays. Not many such are made by one man. What college crew could row a half a mile without the measured stroke timed to the half second? Red Grange was a great football player. He made long runs. But Britten was his unsung interference.

Why not view our work just as a game? If a team in just a sport can win by working together, under the active direction of an able leader, is it not equally fair to assume that we, in Johns-Manville, with our outstanding leadership, our wonderful reputation, our splendid materials and our fine sales force can combine all these for the good of the Company and ourselves?

Someone has said: "Cooperation, to me, means active and enthusiastic participation in carrying out the policies and principles of an able leader." Let each of us take this to ourselves and resolve, as well, that with this maxim, we will do our level best to make 1929 the outstanding year in the history of our Company.

H. P. Rankin
Sales Manager, Eastern Division.

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THE J-M CIRCLE

FEBRUARY 1929

J-M Buys Banner Rock Products Company

Purchase of Properties in Alexandria, Indiana, Assures Continued Supply of Raw Material for the Manufacture of Rock Wool

NEARLY 400 employees have been added to the J-M circle through the purchase of the Banner Rock products Company of Alexandria, Indiana, the largest producers in this country of rock wool, a recently developed fireproof insulating material, and owners of extensive deposits of the special type of silicon rock from which this material is manufactured.

"The purchase of the Banner Rock Products Company," says President Theodore F. Merseles, "is a logical step in the program for the continued development of insulating materials of all kinds now so extensively demanded for industrial and building insulating."

Raw Material at Low Cost

The acquisition of the Banner Rock properties consisting of two plants and large rock deposits in Alexandria, places Johns-Manville in a position not only to add to its volume of business, but also to obtain highly important raw material at low cost. A dozen different products are manufactured by the Banner Rock Products Company, and chief among them is rock cork, a low temperature insulation material used in large quantities for the construction of household and commercial refrigerators. This rock material has also been developed in suitable forms for a great variety of high temperature insulating requirements.

One of the most important uses to which rock wool is put is the insulation of dwelling houses in which it not only makes the building more comfortable in both summer and winter, but also reduces the fuel bill. Being produced from rock, the material is fireproof. It has the added qualities of being free from any tendencies to harbor vermine or to deteriorate.

Resembles Finely Carded Wool

In appearance rock wool closely resembles finely carded wool. It is produced by fusing rock at very high temperatures and then submitting the molten mass to a blowing process which reduces it to extremely fine fibres.

Ground has already been broken for an addition to Plant No. 2, and this will be completed by spring. During the past year and a half the capacity of the plant was doubled by the construction of the second unit. From the one cupola and two drying ovens with which the business was started 30 years ago, it has grown to 10 cupolas and 36 ovens. During 1928 a total of 2,800 carloads of material were shipped from the plants to all parts of the country.

The industry was started in 1896, when C. C. Hall began his experiments. In 1897 it was organized as the Crystal Chemical Company and a small factory was erected. Three years later it became the American Insulating Company, and in 1906 Mr. Hall withdrew from that Company, changed the name of his organization to the Banner Rock Products Company, and moved to the present site of Plant No. 1.

The rock deposits included in the transaction are estimated to contain an ample supply of material for at least 25 years, taking account of both industrial insulating requirements and the fast growing demand for complete insulation of dwelling houses. The extensive experimental work in house insulation which has been accomplished by Johns-Manville has produced such marked results in increased comfort and fuel economy as to indicate a very rapid development that should make this the most important and extensive use to which rock wool will be put. In two of the forms in which it is made it is applied to the insulation of old houses and this adds greatly to its market possibilities.

An Important Addition

Serving a number of important insulating purposes quite distinctive from the products made from diatomaceous earth, recently acquired by Johns-Manville in the purchase of The Celite Company at Lompoc, rock wool products are looked upon as a scarcely less important addition to the line of insulating materials.

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SAFETY
in the J-M Plants

THE great interest in Safety shown by employees in the factories has led to the introduction of a Safety Department in the J-M Circle. All staff members and employees are invited to send in news and other interesting information on this subject so Safety may become a regular monthly feature. The following article has been contributed by M. A. Kraft of the Central Planning Department.

WHAT is the purpose of Safety? To quote a prominent advocate of the Industrial Safety movement

"And the end is that the workman shall live to enjoy the fruits of his labor; that his mother shall have the comfort of his arm in her age; that his wife shall not be untimely a widow; that his children shall have a father, and that cripples and helpless wrecks who were once strong men shall not longer be a by-product of industry."

The loss from industrial accidents each year is estimated at slightly less than 3,000,000,000 working days and more than a billion dollars. Of this, one-third is borne by employers and two-thirds by employees and their dependents.

Furthermore, Safety pays financially. The experiences of many large and small corporations have proved the truth of this statement. As an example, one of the largest and most prominent corporations in the Safety movement paid out $9,763,083 for accident prevention over a period of 10 years which resulted in an estimated saving of $14,609,920—a return of 50 per cent on the investment.

These, therefore, are the reasons why every member of the J-M organization should get behind the Safety work and push.

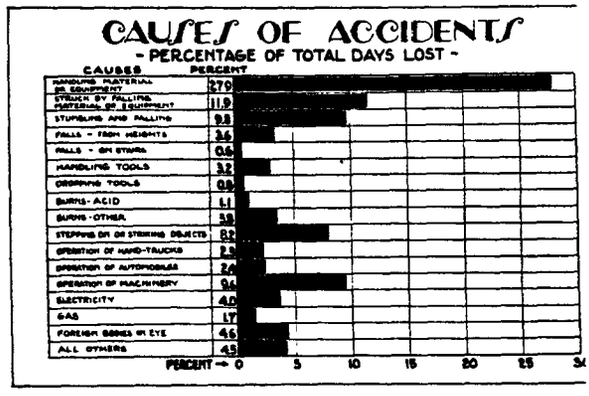
The Johns-Manville Corporation has been working for many years on mechanical safeguarding. At each plant the Erection and Repair Department is continually on the look-out for unguarded and poorly guarded machines and equipment.

Little, however, was done on organized Safety and educational work until recently. In July, 1927, the Canadian plant joined the National Safety Council and began a campaign against accidents. In July, 1928, the entire J-M organization took out membership in the National Safety Council and since then considerable has been done to develop an active and systematic Safety movement.

Safety Committees were formed at all plants to discuss the problems of accident prevention and health, to investigate conditions, and to make recommendations and take action on matters which will reduce the number and severity of accidents and improve the health conditions of the plants.

The Poster Service of the National Safety Council is being used to advantage. Safety posters are placed on the bulletin boards throughout every plant and are changed regularly. The Canadian Factory presents a banner every month to the department showing the best Safety record for the preceding month, and as a result a fine competitive spirit has been develo there.

A new procedure for the record and reporting of accidents has b developed recently which will p vide uniform and comparable data



This chart appeared in a Metropolitan Life Insurance Comp booklet on "Getting Facts About Accidents."



One of the National Safety Council posters for industrial plants.

all plants. This will permit a fair co parison between plants and the qu tion now is: Which J-M plant is goi to show the best Safety record 1929?

With this question clearly in mi let us all look forward to "the Saf year" in J-M history.

A Request from Pittsburg

A request for a Safety Department l come from the Pittsburg Factory, also, the following letter from E. L. Adams, as ciate editor:

"At one of our recent Workmen's Co mittee meetings, Mr. E. Drown, a memb made the suggestion that a safety depa ment be started in the Circle.

"We are convinced that this suggesti has a great deal of merit and believe that safety department in the magazine wou greatly assist the Safety Committees throug out the organization in putting across t idea of SAFETY to the employees. Near all large organizations employing gre numbers of men and women have come realize the value and the importance of i stilling in the minds of their employees t thought that they must work safely and a sist their employers in making conditio safer."

A Good Record at Cincinnati

Cincinnati Factory is proud of its reco of two consecutive "no accident months having gone through the months of Nover ber and December without an accident any description. Every effort is being mac to lengthen this record.

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The Evolution of a Filling Station—

And the Part J-M Materials Played in Its Development

ATTRACTIVE filling stations to take the place of the rather unsightly box-like structures that detract from the appearance of residential districts are being made possible through the use of Johns-Manville Transite. The first of these, of English design, was built in Cleveland by the Standard Oil Company of Ohio, after C. J. Beckwith, Staff Engineer of the Transite section, with the assistance of members of the Cleveland Office, had sold the Company on the idea.



The filling station that was replaced.

Some time ago J. Pennington of the Oil industry section of the Central Division asked for ideas for a filling station that by its appearance would attract a customer and invite his return. Mr. Beckwith went to Cleveland and with Mr. Pennington visited the Standard Oil Company of Ohio for the purpose of discussing with the executives, ideas, designs, and layouts. Then, in conjunction with a steel frame house company, he designed a station and afterwards constructed a scale model.

This model, with rough plans, was sent to the Cleveland Office for inspection by Standard Oil executives. A tentative quotation was made up, and after this and the model and plans had been thoroughly discussed, the Oil Company placed an order for one station. It was felt that in the construction of the first one all details could be ironed out and the actual cost determined.

After much study, detailed blueprints were made and the construction started. This was carried on under the supervision of Mr. Beckwith, with the assistance of C. O. Friedly, Seth Polcar, and Jim Collins of the Central Division, Cleveland, and R. Levens of New York.



This model, designed for Standard Oil Company executives, helped sell the idea.



The interior finish is brown and white Transite, with Asbestile on the rest room walls.

During construction, the station met with favorable comment, and upon completion it was entirely satisfactory to the owners.

This station was constructed as far as possible of Johns-Manville materials. The frame work is of sectional steel, covered on both sides with one-half inch thick Johns-Manville insulating lumber. The exterior of the building is covered with one-half inch rough cast Transite. The half timbers covering the joints are of one-half inch thick flat Transite of varying widths. These were stained in the field to dark brown color, furnishing a color scheme of brown and white. The roof is of asbestos shingles, rough surface colorblende type. The interior of the main room has a wainscoting of random width "V" joint Transite stained brown. The side walls and ceiling are of flat natural finish Transite. The rest room walls are of Asbestile wainscoting and the remainder of the wall and ceiling are of natural flat Transite.



Rough cast and flat Transite, coupled with colorblende shingles, transform this station into an English hunting lodge.

Meetings Held at Chrysotile

A number of Staff and Foremen meetings have been held at the Chrysotile, Arizona, Mine in recent weeks, and as a result many new ideas and suggestions have been received there.

DONE BROWN.—"My wife is an inveterate smoker. Why, three times she's set the bed on fire with her cigarets. Would you recommend a suit for divorce?"

"Either that or a suit of asbestos pajamas."—*Boston Transcript.*

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Insulation That Insulates!

The experience of a public utility proves the value of J-M materials for water gas machines

THE fact that the United Light and Power Company of Davenport, Iowa, operators of public utility plants in several midwestern states, have used Johns-Manville water gas machine insulation in 19 machines in 10 different plants, should be proof positive that the most efficient and satisfactory type of insulation has been selected for this requirement.

The United Light and Power Company have for many years been very steady users of J-M materials for practically all purposes — roofings, insulations, packings, and so forth. So when a few years ago Johns-Manville offered them the idea of using sheet and block type insulation, as an improvement over the old methods of insulating water gas machines with various types of fillers and block type insulation or combinations of the two, the utility company's engineers at once appreciated the value of the recommendations.

Change of type of insulation resulted in some difficulties in the utility company's first purchases of equipment embodying the new type of insulation, since it was of greater thickness. The machines had been equipped with shells of standard size to accommodate the former type of insulation, but the Company has found a way to make these purchases without being penalized in any way by the equipment builder for this so-called "change" from the manufacturers' standards.

As a result of the initial insulation a few years ago, when one and one-half inch thick Superex was used immediately in back of the refractory lining in the water gas generator, and back of the Superex one and one-half inch thick Super Fire Felt, Johns-Manville can now point to the following list of water gas machines in operation and insulated with J-M materials.

Three machines at the Davenport, Iowa, plant; two machines at each of the following plants: Mason City, Iowa City, Cedar Rapids, and Ottumwa, Iowa; Moline, Illinois, La-Porte, Indiana; and Lincoln, Nebraska; and one each at the Muscatine and Fort Dodge, Iowa, plants.



The Davenport, Iowa, gas plant of the United Light and Power Company, which uses J-M water gas machine insulation. This plant is roofed with Johns-Manville Transite corrugated, which replaced corrugated metal.

It is interesting to know also that one of the machines at Ottumwa is insulated with solid construction of Superex only; also, that one of the machines at Cedar Rapids is insulated with Thermo Fire Felt and a fill of Asbestocite; and one of the machines at Moline is insulated with Filinsul only.

The above record shows that the United Light and Power Company has had enough experience with various types of insulation so their decision to use the combination of Superex and Super Fire Felt is not based entirely on theory. They state very definitely that not in any of the various types of construction, from the powdered fillers to solid sheet and block construction, have they experienced any splitting of the shells or shearing of rivets, which is conclusive proof that the materials used are sufficiently resilient to take care of the expansion of the inner structure during the high temperature period in operating the gas generator. It is in the generator that the most extreme temperatures are encountered.

The utility company engineers appreciate the value of eliminating joints by using Superex blocks 36 inches long, and Super Fire Felt sheets in 24-inch by 36-inch size, which are the maximum standard dimensions. All sheets are ordered from the factory curved to fit the shell diameters.

In addition to the insulation for the gas machines, the United Light and Power Company purchases J-M Resisto Primer and Resisto Paint, which is applied to the inside of the shell after thoroughly wire brushing. The utility company in late years has also purchased a considerable quantity of Transite corrugated for new construction and replacements.

Roy L. Martin, salesman of the Des Moines Sales Office, Chicago District, who handles this account, calling at the main office in addition to several of the plants, has done very fine work in connection with this business.

The men whom I have seen succeed best in life have always been cheerful and hopeful men, who went about their business with a smile on their faces, and took the changes and chances of this mortal life like men, facing rough and smooth alike as it came.

—Charles Kingsley.

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Through the YEARS *with* J-M

S. E. Hazard, Boston Salesman, Completes 28 Years of Service

ON FEBRUARY 1, S.E. Hazard, salesman of the Boston District, completed 28 years of service with the Johns-Manville Corporation.



S. E. HAZARD

Mr. Hazard, or "Hap" as he is known among his friends, joined the H. W. Johns Manufacturing Company then located at 77-79 Pearl Street, Boston, on February 1, 1901.

Mr. Hazard has told some of his experiences to the Boston District reporter:

"I was employed as a clerk to keep the paint stock cards, for at that time the Company handled a complete line of H. W. Johns asbestos paints. At the end of each day it was my duty to copy all letters, bills, and orders into a tissue-paged book by the old-time method of a wet pad and hand press.

"I worked from 8 o'clock in the morning until about 6:30 in the evening, depending on the number of letters, orders and bills that had to be copied, and it was a rule of the office that I could not go home until all of the correspondence of the day had been copied.

"Twice a year we took count of the paint stock after working hours, working until 11 or 12 o'clock at night. This was a tremendous job as we had so many different kinds, colors, and sizes of cans of paint which had to check with the stock cards.

"After working two years as a clerk I was transferred to the Pipe Covering Construction Department, my duty being to figure and estimate pipe covering jobs. I found this much more interesting, and in order to fit myself for this type of work I took up plan scaling at night school and found it very useful later on.

"After spending two years indoors in the Construction Department, I went out to measure up pipes and boilers, sending this information in to the office so that they could make up their estimates and quote customers on the jobs from my measurements.

"After a while I was assigned the duty of following-up the heating and plumbing trade on pipe covering construction work. This work called for the scaling of plans and my evening school course came in very handy. My territory consisted of all of Metropolitan Boston.

"I held various positions in a sales capacity, going from insulation construction work to general salesman for all lines in a portion of Boston, and in this way I became familiar with most of the lines handled by the company.

"I am now an industrial insulation and building materials salesman for the Metropolitan Boston sales territory of the Boston District, my territory comprising the business part of Boston proper, Charlestown and East Boston."

Mr. Hazard is very well known among the plumbing, heating and industrial concerns in Boston. His wide acquaintance is pressed into service many times when information is needed, and his cheery "this is 'Hap' Hazard of Johns-Manville" has brought the desired results.

Michael F. Gilmore Oldest Employee in Service at Nashua

MICHAEL F. GILMORE is the oldest employee in continuous service at the Nashua Factory. His connection dates back over 22 years—to January 11, 1907—when he secured employment on what was then called the "big press." "In fact it was the only one," says Mr. Gilmore, in telling his story of the intervening years. "Today it is the smallest press in the plant. There were 16 men in the whole Factory at that time; today there are between 500 and 600.

"On March 16, 1908, I was transferred to the boiler room, and was placed in charge of two small boilers and a small steam engine which then supplied all the power. Now we are using the boilers for heating only, and all power is supplied by electric current. If we were still using boilers, it would take approximately 14 boilers of the same size to furnish the horsepower we now require.

"The Factory at that time was in charge of Mr. F. M. Garrell. Shortly after, the Johns-Manville Company became interested, and Mr. W. R. Seigle came here as General Manager. I'll never forget the first man Mr. Seigle hired—my brother, Patrick. It was the day before Christmas, 1908. Mr. Seigle was followed by Mr. S. A. Williams, Mr. G. R. Rignel and our Superintendent, Mr. J. C. MacIldowie.



MICHAEL F. GILMORE

"I can well remember when Professor Charles L. Norton started experimenting with Ebony. I was his assistant. We started with a small iron kettle out under an apple tree that stood in the Factory yard, and I never dreamed of seeing it develop into what it is today; one of Nashua Factory's leading products."

Mr. Gilmore has another distinction at Nashua. He is the tallest man in the Factory, being six feet three inches in height. He weighs over 200 pounds, and is the father of six children, three girls and three boys. Two of the boys are working in the Shingle Plant now. "Mike" is still in the boiler room, and he also does the blacksmithing and Sunday watching. He was made a Special Police Officer in 1916.

Bertrand Russell says the ideal character has for its basis: Vitality, courage, sensitiveness, and intelligence. Check yourself!

—WILLIAM FEATHER.

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Suggestion Awards

SEVERAL awards have been made by the Headquarters Suggestion Committee recently to employees who had already been given a preliminary award by local committees.

Evan Jones in the Rock Drilling Department, and Calix Noel in the Machine Shop, Asbestos, Quebec, Mines, were the first to receive checks for additional amounts. They also received a letter from President T. F. Merseles congratulating them upon their joint suggestion.

C. J. Burns, clerk in the Chicago District Office, C. V. Holmes, special representative in the Merchandising Department, and V. S. Miller, correspondent in the Industrial Department, all of the Western Division, and Louis Lehosky of the Central Division, also received additional amounts.

The list of "successful suggestors" this month includes 36 names, 18 of them employees of Nashua Factory, where a contest has been in full swing. A total of 29 suggestions submitted by these 18 persons was accepted by the local committee.

WESTERN DIVISION

A. W. Bergman..Salesman, Chicago District
To increase sale of lead joint runners.

V. S. Miller.....Industrial Department
That labels of identification be pasted on samples of asbestos rigid shingles.
Plan for increasing sales of furnace wall insulations by direct mail.





A. W. Bergman, Chicago District salesman, and H. B. Leinberger, assistant bookkeeper, Western Division Accounting Department.

Frank W. Butenuth.....Gasket Maker, Chicago District
Bringing display of asbestos products in Field Museum up to date.

C. J. Burns.....Clerk, Chicago District
Placing commission credits in hands of most interested parties.

Harry Green....Salesman, Nashville Office

Oscar Saewert.....Mechanic, Industrial Department
Joint suggestion: stippling Kribble Kloth for acoustical treatment.

H. B. Leinberger.....Accountant, Chicago District
Revised form for customers' invoices.

R. H. Mistele..Salesman, Milwaukee Office
New method of tagging blankets for turbine insulation.

C. V. Holmes.....Special Representative St. Louis District
Plan for increasing sale of rigid shingles.

NASHUA FACTORY

G. Smolak..Chemist, Research Department
To use lock sockets for lights.
Use for Colorblende scrap.

A. B. Saunders.....Chemist, Research Department
Use of steel barrels for scrap.
Miniature table saw.

R. Duncklee.....Assistant Draftsman
Illumination of work bench.





F. H. Sherwin, draftsman, Drafting Department, and Frank Wilson foreman, Shingle Department, both of Nashua Factory.

F. Wilson...Foreman, Shingle Department
Plan for handling green veneer.
Piping water direct to shingle machines.
Cleaning salt from shingle scrap.
Bundling salt bags
Shipping red oxide in bags.

J. Spence...Supervisor, Ebony Department
Sorting at drum sander.

J. E. Gates.....Shipper, Compressing Department
Use of cleaner waste rags.

J. Vigneault.....Supervisor, Machine Shop
Box wrenches for packing presses.

W. Wills.....Pressman, Press Department
Cement storage.

T. O'Brien.....Supervisor, Lacquer Room
Safety measure in lacquer stock room.
Placing of rail for safety.
More information on memorandum slips.
Arrangement of card racks.

F. Barry.....Foreman, Ebony Department
Winter loading.
Adjustable lights over saws.
Additional telephone.

F. Sherwin .....Draftsman
Dust protector for sanding disc.
Checker for special work.

E. E. Willette....Compressing Department
Installing self-closing water faucets.

D. Charest....Laborer, Shingle Department

G. Dumas....Laborer, Shingle Department
Joint suggestion: Platform ladder for piling shingles.

C. Boucher.....Foreman, Yard Department
Better arrangement of file room.

J. Morin.....Foreman, Punch Department
Labor saving with Highland cutter.
Eliminating drain as safety measure.

P. Riley.....Laborer, Press Department

D. Fleming.....Laborer, Press Department
Joint suggestion: alarm on magnetic separator.





J. A. O'Brien, oil industry section, General Industrial Department, and E. L. Reynolds, chief clerk, Accounts Payable Department, General Office.

GENERAL OFFICE

J. A. O'Brien.....Assistant to J. S. Carroll
Information on new and unusual uses of J-M materials to be filled in on salesmen's order blanks.

C. H. Shefers...Mail Boy, Mail Department
Plans of offices on each floor to facilitate delivery of mail.

E. L. Reynolds.....Audit Clerk, Auditing and Procedure Department
Changing name "Ready Mixed Asbestile" to distinguish it from "Asbestile."

CENTRAL DIVISION

J. M. Gano..Roofing Inspector, Industrial Department, Cleveland District
Improved clip for Transite corrugated.

J. V. Vetter....Packing Salesman, Steel Industry Department, Pittsburgh District
Simplifying packing symbols.

E. E. Clapsadel....Salesman, Detroit Office
Roofing sample book.

J. V. Castle.....Accounting Department, Central Division
Showing packing and weight information on factory billing to customers.

Louis Lehosky.....Gasket maker, Central Division
Improved and simplified method of folding three and four ply Gaskets.

(Continued on page 22)

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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

V. Improved Asbestocel in Steel Partitions

A $45,000 order for 4-ply Improved Asbestocel, secured by George Reed, industrial salesman in Cleveland, was a tangible result of the efforts of Mr. Reed and E. F. Boyle, Manager of the Cleveland City Sales Department, to find a suitable material to be used as a filler in steel partitions. This order, from the Sanymetal Products Company, one of three manufacturers of steel partitions in Cleveland, came after selling the Company a new idea that, when tried, proved to be practicable.

The men first approached one of the companies on the use of Transite as panels in the partitions, but it was found to be too expensive for the purpose. At that time only one steel sheet was being used as the partition, and it was not strong enough and was very noisy. Soon afterwards double partitions, using two steel sheets, were developed, and the advice of J-M was called for in regard to furnishing a gasket to be used at the point where the two steel sheets join the upright post. This brought up the question of a suitable filler.

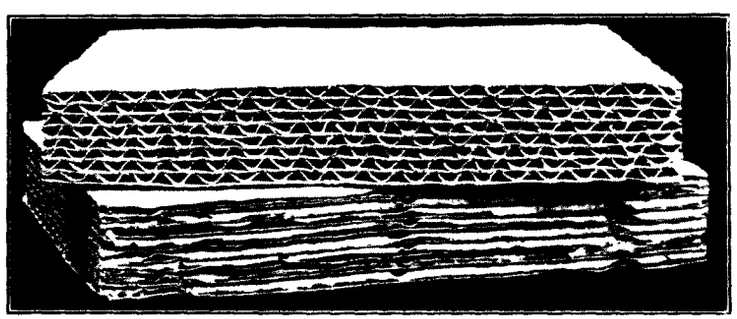
The partition manufacturer was experimenting with corrugated paper board, but found this was not entirely satisfactory as it was not fireproof, had very little strength and no acoustical properties, and was not sticking to the steel sheets. Johns-Manville's first suggestion was for the use of millboard, but when this material, inside the partitions, was placed in the enameling ovens it exploded, as there was no way for the moisture in it to escape.

The next suggestion was for the use of 2-ply Improved Asbestocel to meet the five-sixteenths of an inch thickness between the panels. Several samples of various sizes and hardness were furnished, and while consideration of this material was in progress the Sanymetal Company was approached.

Mr. Boyle and Mr. Reed submitted samples of 4-ply Asbestocel, since the sheets in Sanymetal partitions are a scant one inch apart. This means that the Asbestocel sheets are slightly compressed between the two steel sheets, thus giving an even rigidity to the partition. The Engineering Department was convinced that Asbestocel furnished better construction and additional sales points, in that it was not only fireproof, but had acoustical properties.

As a result, when the company bid for some General Electric Company work, it recommended the use of J-M Asbestocel. In the past corrugated boxboard and balsam wool had been used, and neither of these had been satisfactory.

It was evident in all the interviews that the Sanymetal people felt Johns-Manville was doing the steel partition industry a service in working out the filler problem. Now that it has been solved an entirely new field has been opened up for Asbestocel, and the importance of this is beyond question.



Blocks of 8-ply Improved Asbestocel sheets, which are of the same type as the 4-ply Asbestocel used between steel partitions.

Heavy Pilot Roofing Felts for Milk Wagon Floors

Another example of a new use of a J-M product is the use by the Bowman Dairy Company of Chicago of heavy Pilot roofing felts for flooring in all their milk wagons.

The wagons used by the Bowman Dairy Company have slotted wood floors which permit melted ice and water to drip to the ground in the summer months. This construction is very suitable for summer, but in winter the need for slots is obviated, and the wagon drivers were complaining of the drafts that were created by the openings. The problem was presented to L. R. MacAdam, Chicago District salesman, who suggested covering the floor of the wagon with heavy Pilot roofing felts. As the roofing felt is too narrow to cover the entire width of the wagon floors, the felt is purchased in full 32-inch width and in half width rolls of 16 inches.

J-M Pilot felts have been found to possess the toughness and good wearing quality necessary to withstand the rough usage they get when heavy milk cans are dragged over the floor. If a felt becomes torn or otherwise unfit for use, a new sheet from stock replaces it.

As evidence of the amount of business that can be gained from this new use is an order placed by the Bowman Dairy Company with Mr. MacAdam for a total of 379 full width rolls and 365 half width rolls, shipment to be made direct to their various barns and branches, of which there are many in Chicago and vicinity. This is annual business, as the Bowman Company orders in like volume every winter.

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THE J-M CIRCLE

MARGARET S. GOBLE, *Editor*

Associate Editors

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A. R. Gibbons, *Eastern*	George L. Fuller, *Asbestos*
H. W. Kiel, *Central*	T. R. Turnbull, *Cincinnati*
E. Nelson, *Western*	E. Belsom, *Gretna*
E. N. Chrysler, *Pacific*	E. C. Hopkins, *Nashua*
E. A. McLaughlin, *Foreign*	C. K. Dillingham, *Manville*
G. H. Meredith, *Canadian*	E. L. Adams, *Pittsburg*

J. E. Begert, *Waukegan*

Published for and about the employees of
Johns-Manville Corporation

Editorial Office: 292 Madison Avenue, New York City

Finding Out What's Wrong

We think of it as part of a salesman's job to turn complaints into orders, and we often forget that everyone of us—salesmen, factory workers and office employees alike—can adopt this same idea to our own every-day work.

When the salesman finds a dissatisfied customer he finds out just what's wrong and then applies a remedy. And usually in the investigation he discovers the source of the trouble is entirely different from that to which it was at first attributed. When the matter has been adjusted everyone concerned is pleased, and the salesman walks away with an order.

In our every-day associations with our fellow-employees we come across dissatisfactions and hear complaints, which usually concern matters of little consequence, but are of a kind that, with constant repetition, are liable to get "under the skin." Why can't we here give some thought to the cause of these disturbances? And while we can't come away with anything as tangible as an order, we can at least have the satisfaction of solving a problem. Whether it's an inconvenient location of a mail basket or a question of diet, the same principal holds: first find out what's wrong, then fix it.

The illustration at the right, taken from the American Journal of Nursing, very clearly illustrates the point Mr. Rankin brings out in his message "Working Together." There are only two in the team pictured, but the same principle applies when there are twice, three times, or many times two involved.

The Supreme Court has said: "Good-will is the disposition of the customer to return to the place where he has been well served."—*Timely Figures.*

Be a Reporter for the Power Specialist

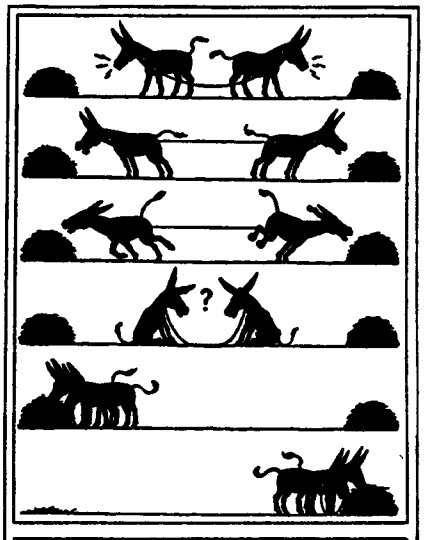
There are plenty of interesting stories available on J-M products used by industry, but the Sales Promotion Department doesn't always hear of them. Consequently the Power Specialist is entering a plea for J-M employees—and salesmen in particular—to become reporters.

Stories with photographs of installations and photographs of individuals in the company are very acceptable, providing enough detailed information is included to make the articles valuable. Whenever possible, tell why J-M material was used, give interesting facts about the installation, mention the type of business in which the customer is engaged, and get his authority to use the article. Names should be spelled correctly and first names or initials must be given.

The Power Specialist will submit the article for criticism if desired.

New Way to Net Profits

Any employee desiring a copy of "New Way to Net Profits" who is finding it difficult to obtain the book locally, may place his order through the Purchasing Department.



TEAMWORK

An editorial without words

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Shingles by the Carload

H. S. Frame, salesman, tells how he secured an order for 65 squares and turned it into a carload

H. S. Frame, St. Louis District salesman, secured an order for No. 70 duplex shingles recently that not only is an indication of more business in Okmulgee, Oklahoma, but is proof of the value of perseverance. Mr. Frame got a "real kick" out of this sale, which he describes as follows:



H. S. Frame

"On November 23 the Sun Lumber Company at Okmulgee, Oklahoma, mailed out inquiries to almost every asbestos shingle plant in the United States, asking for prices on a carload of rigid asbestos shingles. I wrote them and sent our Distributors Price List, and then called just the day before Thanksgiving. Mr. Brown of the Lumber Company advised me at that time that he had tentatively placed an order for a carload of a competitor's shingles, stating that his contractor desired a plain brown or red shingle. I said I was sorry he did not have our samples, but added that I had ordered a set for him and that they would be there by the first of next week, when I would be back.

"I called again the following Monday, and was again advised that the matter was practically settled—that the other shingle would be used. I let the matter rest for a day and then went back and asked if I could talk with his contractor, but Mr. Brown did not want me to do this.

"Then I gave him a sure-enough sales talk and showed him that in our mottled gray shingle we not only had the color but a lower price, that we had a fine piece of merchandise, and that he would have no dead stock on his hands, as he would have if he ordered only enough of one color for one job, for there was always an overage or shortage of material. I showed him how he could make every job different by varying the trimming, and that if he were short on one job, he had the materials over from another job to finish up.

"I let him rest again, and called him on the telephone the next day from Okemah, but he stated that it would be a day or two before the matter would be definitely settled. You can imagine my feelings when I received a telegram from the Tulsa Office to get in touch with Mr. Brown by telephone. When I called him up he advised me he was ready to place an order for a carload, but after I got to Okmulgee, I found that he wanted only 65 squares, so I had to sell him the idea of taking a whole carload and then getting busy.

"I know he can sell asbestos shingles, and I also know that we are going to sell more jobs in Okmulgee during the coming year. Our merchandise, together with the clean-cut merchandising proposition, helped put this proposition over. This illustrates to me that the demand for rigid asbestos shingles is growing daily, and that we have the right materials, and the right policies, and that with proper application, we get the business."

New "Telephone Typewriter" Connects Manville Factory with New York Office

"Good morning, Manville."

"Good morning, New York."

Thus begins the day's work over the Telephone Typewriter, a modern method of communication recently installed for the transaction of business between the New York Office and Manville Factory.

The Telephone Typewriter, simply explained, is an electrical mechanism into which is built the keyboard, carriage and other fundamental parts of a typewriter. This machine, when connected to another by means of a telephone circuit, controls the second machine, so that any message written on the first machine is simultaneously reproduced by the second. In other words, when the operator at Manville writes a message on his machine, it is automatically reproduced on the machine in the New York Office, and vice versa. The machines are on a private wire, so that they may be in operation constantly.

The machines are located in the General Factory Department, at the New York Office, and in the Order Department at Manville Factory.

There are many advantages in the use of this machine. It establishes an exact record of the transaction at both ends; reduces the number of telephone conversations and relieves the telephone routine business; routine business can be handled in an orderly manner and priority given to the most important; it handles short letters and notes usually sent by mail; and it reduces friction resulting from misunderstood telephone messages.

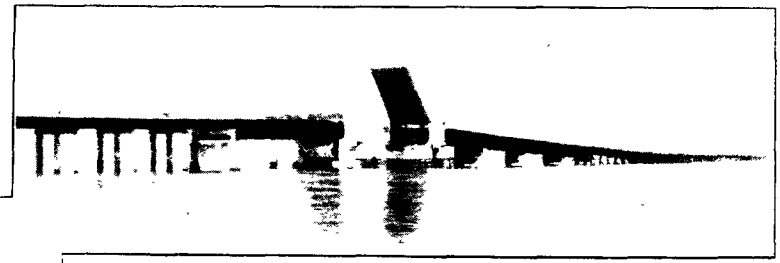
Lumbermen Attend Showing of "Asbestos" Film

As a result of the showing of the new motion picture film, "The Story of Asbestos," before the local meeting of the National Lumbermen's Association at the invitation of the N. T. Fox Company, Inc., J-M distributor in Portland, Me., the Portland Office has received a letter of appreciation from Edward E. Fox, Vice President of the "Hoo-Hoo Club," and has secured the application of the Cape Lumber Company of South Portland, Me., as an auxiliary dealer of rigid shingles. The National Lumbermen's Association included nearly all of the local lumber dealers of prominence, many of whom were already handling competitive lines.

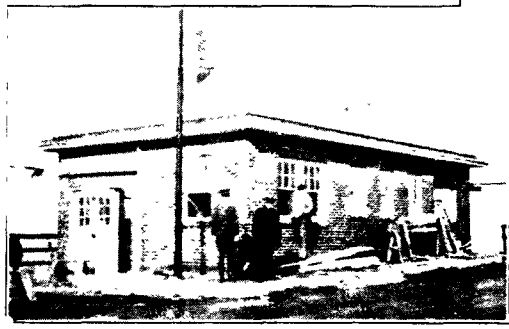
"The Story of Asbestos" film has already been requested by various outside organizations in the Eastern Division, among them the Rotary Club of Syracuse, N. Y., The Lions' Club of Plainfield, N. J., and other representative business men's clubs. At these meetings J-M representatives can develop contacts made with representative business men of the community and these introductions eventually lead to more business for Johns-Manville.

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Below: The toll house at one end of the Great Egg Inlet Bridge, connecting Ocean City with Longport, near Atlantic City, boasts a J-M colorblende shingle roof applied by the Powell-Van Gilder Lumber Company.



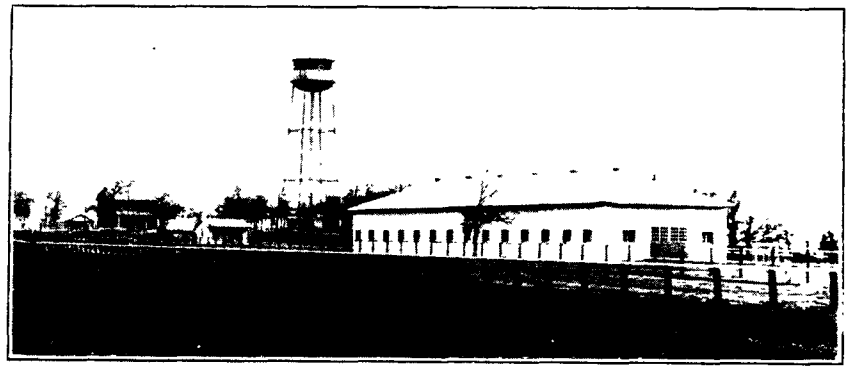




One of 22 buildings and part of the race track on an 800-acre stock ranch near Fort Worth. All the buildings are roofed with 4-ply Brooks white top.

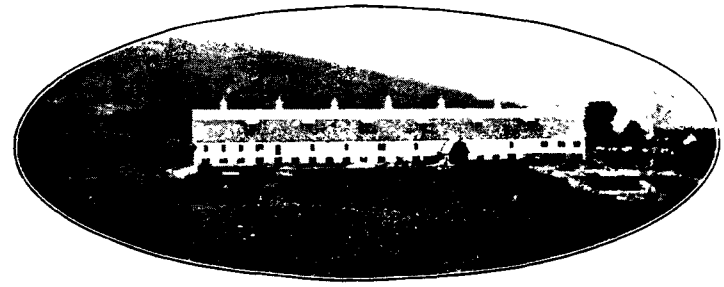
ROOFS—
ROOFS-
and

A variety of applications of shing and ready roofings, and Transite that show Johns-Manville's pene ever-widening fields.

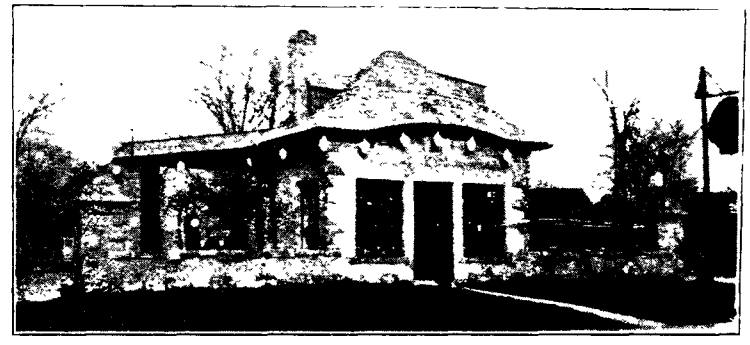








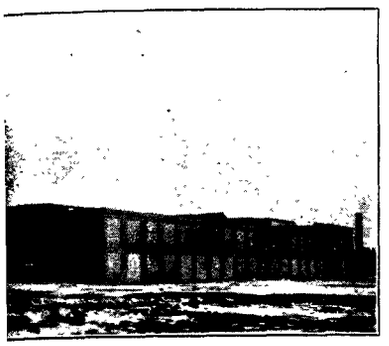
This Vermont cattle barn, which replaced one destroyed by the flood, is roofed with No. 5 mottled blueblack shingles. The contractor declared this was the finest roof he had ever laid.



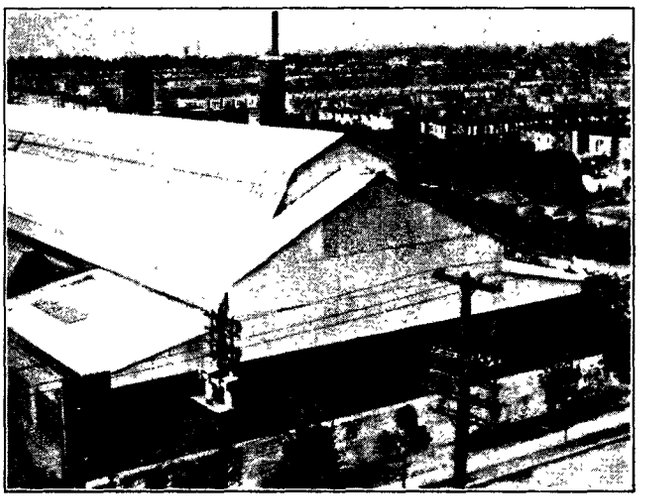
Above: This office of coal and wood dealers in Berkeley, California, with its J-M rigid shingles, is a real asset to the residential community. At right: A Cleveland gas station roofed with No. 5 colorblende.

Above: This Ma... Home in Clevel... with random wi... blende, was bu... Home Owners In... right is the bu... on a new build... Dewey and Almo... Company in G... Mass. This ente... constructed of ... Transite

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At left: The factory and warehouse building of the Kieckhefer Container Company at Delair, New Jersey, is roofed with 600 squares of J-M combination roofing, with a 10-year guarantee. The roof has metal edging and base and metal cap flashing. At the right is the Olvey Foundry in Philadelphia, recently reroofed with corrugated Transite. This order was the result of a sale of a small patch of Transite three years ago. The roofing was applied without interruption of plant activities.



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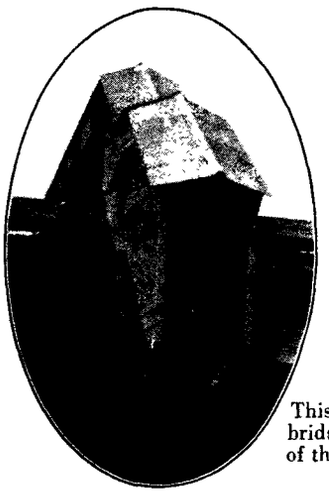
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ROOFS!

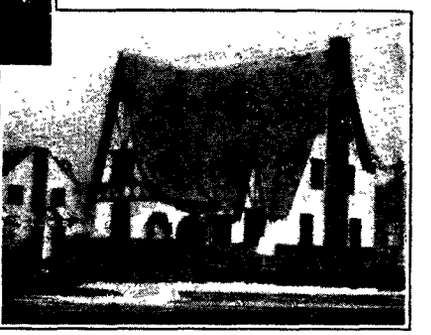


This summer cottage in the Ozarks, roofed with No. 70 asbestos shingles, withstood a hailstorm of unusual intensity. According to the owner, Dave R. Williams of the St. Louis Globe Democrat, only three roofs in the settlement survived the elements, and all three were asbestos shingle.

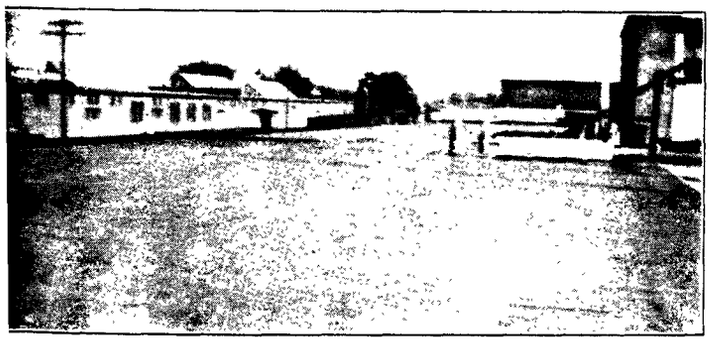




When Ocean City, New Jersey, was swept by a great fire in the fall of 1927, the conflagration took with it several hundred yards of boardwalk and stores and several blocks of homes and places of business. Since then town ordinances have been passed requiring fireproof roofs by 1930. As a result, Johns-Manville sold about 10 carloads of shingles there last year. Some of them were used on the house at the right.



This corrugated Transite bridge crosses the tracks of the New Haven Railroad at South Boston.





A view of the new U. S. Gypsum Company plant at Charlestown, Mass., from the Mystic River. The pent houses under construction on top of the silos and the house in the foreground have been roofed and sided with corrugated Transite.

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Promotions *and* Transfers

JOE COYLE has been transferred from utility clerk in the General Industrial Department to sales clerk in the automotive section, New York Office.

T. S. TULIEN, formerly country salesman, Oil Industry Department, Los Angeles District, has succeeded H. B. HEYN as senior salesman, Mr. Heyn having been promoted to Los Angeles District Sales Manager.

DOROTHY BEST has been transferred to utility stenographer in the General Industrial Department.

MISS D. E. MOSHER has been promoted from junior secretary, to secretary of the industrial roofing and building materials section, Eastern Division.

J. V. WELSH and R. H. SMITH will act as junior salesmen in the Oil Industry Department, Los Angeles District. Mr. Welsh was formerly Manager of the Construction Department in Los Angeles, and Mr. Smith was transferred from the San Francisco Office. GUY KREMER, formerly assistant to Mr. Welsh, has been promoted to Manager of the Los Angeles Construction Department.

EDWARD STEVENS, who has been on duty in the Students' Training Corps in "C" Building, Manville Factory, has been transferred to the Pipe Covering Department, "C" Building, permanently.

N. J. KENT, formerly Ceramic Engineer at Manville Factory, has been transferred to the packing and power specialty section at the New York Office. R. LIPMAN is now in charge of the Ceramic Laboratory.

Manville Factory is training Planning Department men for the other factories. M. E. SHEEHY, W. E. CARROLL, and O. A. MILLS have completed their training and have been transferred: Mr. Sheehy to Waukegan Factory, Mr. Carroll to Nashua Factory, and Mr. Mills to the Canadian Factory.

F. E. GRIMLEY, formerly covering the New England territory, has been transferred to the Boston Metropolitan territory, handling Asbestocel and automotive materials. J. D. HOPKINS, assistant to Mr. Grimley, is handling the same materials in the Worcester Territory.

ROY FLOUREY has been transferred from the San Francisco Accounting Department to the Pittsburg Factory Accounting Department.

C. S. CLINGMAN was recently promoted from St. Louis District Railroad and Government Department, to the General Railroad and Government Department, New York, to assist G. A. Nicol, Jr., in connection with general sales matters.

C. O. GARCELON, formerly industrial salesman, is operating as power specialty salesman in the Boston Metropolitan territory.

H. E. VARNER of the Pittsburg Factory was transferred from shipping clerk to the Order and Billing Department in December.

A. C. PICKETT, Railroad and Government Department salesman, has been transferred from the Texas territory to the St. Louis District, to assist John H. Trent in connection with Railroad and Government Department sales.

D. B. BELL, Railroad and Government Department salesman, has been transferred from St. Louis to Houston, Texas, to take Mr. Pickett's place.

T. J. HALLAHAN has been transferred and will confine his operations to the Springfield section of the Worcester territory, handling all Industrial Department materials.

ANDY HOFFMAN has been transferred from the Northern California territory to industrial salesman in San Francisco District. W. W. McDonnell, in addition to his Sacramento territory, has taken over the territory formerly handled by Mr. Hoffman. The Southern Oregon territory, formerly handled by Mr. Hoffman, has been turned over to the Seattle District.

NORMAN JEANNOTTE, Nashua Factory, has been promoted from Billing Department clerk to assistant in the Quotation Department.

F. L. HUTCHESON has recently been made special field salesman, handling shingles in connection with the shingle campaign at Atlanta, Ga.

RICHARD FARRELL has been promoted from clerk in the Shingle Mill, Nashua Factory, to the Billing Department.

O. C. DODSON, formerly of the Celite Corporation, has been transferred to the Philadelphia territory as industrial insulation and roofing salesman.

HARVEY GALLAGHER, shipping clerk, Shingle Mill, Nashua Factory, has been promoted to stock clerk, Transite Department, taking the place of ROLAND FARRELL, who has been transferred to clerk in the Ebony Department.

DONALD HALGREN has been transferred from the Shingle Mill, Nashua Factory, to the Laboratory, as assistant to George Smolak.

ITALO MACCI has been promoted from the Tile Department, Nashua Factory, to clerk in the Shingle Mill.

P. L. VOELKER, formerly a clerk in the Industrial Department, has been promoted to chief clerk of the Construction Department in the newly organized Cleveland District.

A. C. KIDD was recently transferred to the Baltimore Office as special representative.

E. P. MCCARTER, formerly cashier, has assumed his new position as chief clerk in the newly organized Cleveland District.

New Employees

Eastern Division:

GEORGE R. MCGRADY of Providence, Rhode Island, joined the Company in the Boston District on December 15 as merchandising, insulation and automotive salesman for the Providence Sales Territory.

L. MILTON KNIGHT entered the Company on January 1 as junior salesman in the Bangor sales territory of the Boston District.

New employees in the Philadelphia District are: MALCOLM E. WALTHALL, salesman in Wilkes-Barre territory; RICHARD H. ROYER, chief clerk in Wilkes-Barre Office; GEORGE F. BROWN, merchandising salesman in Camden territory; WALTER F. FALCK, merchandising salesman in Allentown territory; and RAYMOND R. FRANEY, senior merchandising salesman in Philadelphia Metropolitan territory.

SYDNEY LUND has recently joined the Buffalo sales staff as merchandising representative.

E. GREENWOOD is a new bookkeeper in the Eastern Division Bookkeeping Department.

H. GONTY has entered the Company as comptometer operator in the Compensation Department, Eastern Division.

H. TURNER has joined the Company as stenographer in the General Section, Eastern Division.

MISS ANABLE and MISS LEAVITT are new file clerks in the Eastern Division Filing Department.

Chrysotile Mine:

VANCE DON EMMETT has joined the Company at Chrysotile as assistant mine engineer.

Gretna Factory:

EDDIE TAYLOR formerly employed at the old Riverdale Plant, is now employed at the Gretna Factory.

Western Division:

O. B. BUCHANAN, formerly salesman in South Dakota territory, has returned to the Company and has been assigned to Southern Indiana territory with headquarters at Evansville.

GREGORY E. GRIFFIN has returned to the Company, in the Chicago District Office force.

ELLIOT FAIRBACK recently entered the St. Louis Office as Railroad and Government Department salesman, to take the place of D. B. BELL, promoted.

Waukegan Factory:

GEORGE H. ELLINWOOD joined the Company December 15 as Superintendent in the Packing Department.

General Office:

BERTHA BENNERSCHEIDT and JOSEPHINE SCHAEFER are new stenographers in the General Railroad and Government Department.

RICHARD HOAGLAND recently joined the

(*Continued on page* 22)

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Here and *There* in the Field

Sick Man Sells Acoustics

During an illness in the Hahnemann Hospital James M. Watt, Philadelphia metropolitan salesman, was very much annoyed by the various hospital noises which penetrated through to his private room. He brought this condition to the attention of the nurse in charge of his floor, who in turn suggested to the superintendent of the hospital that something be done to remedy the condition.

As a result of this effort, an order for J-M acoustical treatment for two rooms was received shortly afterward. This installation proved entirely satisfactory, but since a new hospital was contemplated, it was decided not to install any more in the old building.

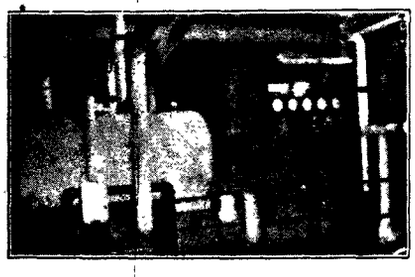
When plans were drawn up for the new hospital, acoustical treatment was included for a number of rooms. The directors were sold on acoustical treatment because of the effectiveness of the installation they already had. Through the concentrated efforts of the sales and acoustical representatives, the order for this work, amounting to $10,000, was awarded to Johns-Manville despite keen competition.

The heat insulation throughout the building was installed by Nicely and Company, J-M approved contractor, the contract amounting to $8,000.

Roofers' Meeting in Boston

On December 20, the first of a series of approved roofers' meetings to be held throughout the country was held at the Hotel Statler in Boston, Mass.

The meeting was very successful, one reason being that 40 of the 44 approved roofers in the Boston District, and 30 members of the District sales and office force were present. These men came from all parts of New England, one of them, P. E. Washburn having traveled 250 miles from Dover-Foxcroft, Maine, to attend.



The Boston Office had made a special effort to secure a good attendance.

A letter was sent to all approved roofers in the District, and a bulletin to all Johns-Manville salesmen instructing them to get in touch with their approved roofers immediately and follow up the letter. Replies came in by mail, telephone, and telegraph.

The meeting was conducted by J. M. Berdan, Staff Manager of the built-up roofing section, assisted by R. W. Estey, assistant to Mr. Berdan; H. M. Shackelford, Supervisor of the shows and displays section; G. V. Dutney, special representative for the Industrial Department, Eastern Division; and E. A. Swenson, Sales Supervisor, industrial roofing and building materials section, Eastern Division.

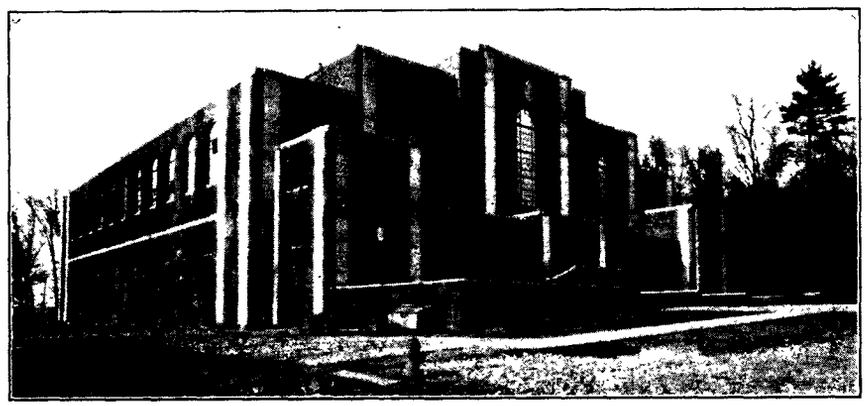
The details of the new built-up roofing plans were thoroughly discussed at both a morning and afternoon session, and it was agreed by all that the Company had made it possible to secure a wonderful increase in the built-up roofing business.

This was followed by a showing of the new two-reel built-up roofing film, and dinner.

J-M at "Penn State"

Many of the 40 buildings on the Pennsylvania State College campus are equipped with J-M materials, including built-up roofing, asbestos shingles, Transite, underground conduit and pipe insulation.

The infirmary building, recently completed, can boast nearly 2,000 feet of Magnesia and Anti-Sweat insulation covered with 8-ounce canvas. This building is also protected by J-M materials used for flashings and gutters in conjunction with a slate roof.



Above, the recreation building of the Pennsylvania State College in which are 2,400 feet of insulation on two large hot water generators. The roof is covered with J-M built-up roofing over a concrete slab. Left, the service room, equipped with about 2,000 feet of Magnesia and Anti-Sweat insulation. J-M flashings and gutters are used in conjunction with a slate roof.

In the new recreation building also recently completed, J-M workmen applied about 2,400 feet of insulation on the two large hot water generators. This building is covered with a J-M built-up roof over a concrete slab.

The stock barns are roofed with asbestos shingles and heat is conveyed to them through steam piping protected by J-M underground conduit.

Competitor Buys J-M Product

Johns-Manville competitors know the value of J-M products. Oscar K. Herman, salesman, Peoria Sales Office territory, Chicago District, was successful in selling The Ruberoid Company, Joliet, Illinois, a Johns-Manville paper machine hood, requiring 150 sheets of three-sixteenths of an inch thick Transite wood, for their own roofing plant.

A Convincing Argument

"I use the 'celluloid sandwich' frequently and think it is the most convincing argument we have," says A. D. Bazzarre, industrial salesman, Richmond Sales District, in telling of a recent experience in Norfolk, Virginia.

"I learned that Neff and Thompson were the architects and engineers on a job in Norfolk and called to interest them in built-up roofing and insulation. After explaining my mission to someone in the front office I was told that Mr. Sherman was the individual handling that part of the work. I asked if I could see him and received the reply that he was very busy. I returned several hours later to get the same report, and on the third call the following day I finally succeeded in getting in to him.

"When I told him what I wanted to talk about, he declared he had no time for J-M asbestos felts. I insisted on knowing his objections and he told me that 15 years ago when he began his duties with the present company, he made some experiments with J-M asbestos felt and rag felt. He found the rag felt to be far the stronger

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and especially superior to J-M felt on concrete decks because of the expansion and contraction of the asbestos felt.

"I agreed with him that possibly this was true 15 years ago, but that within the last six or eight years the introduction of the chemically cleansed cattle hair into the felt had eliminated the greater percentage of this expansion and contraction trouble. I then pulled from my pocket the celluloid sandwich and explained to him the difference between asbestos and rag felt, and asked his permission to burn the sandwich, which was granted. After the sandwich burned out and Mr. Sherman examined it, he called in several of the men from other departments and explained to them his amazement at the difference in the two materials. He stated that J-M roofing would get more consideration from them in the future."



A picture of the fire wreckage of the Academy of Music auditorium, Haverhill, Massachusetts, showing the fallen roof and balcony. The fire behind the asbestos curtain was confined to the fly loft, no fire passing the asbestos at the stage level.

A Good Sales Point

A point which ought to be useful to J-M salesmen in the sale of asbestos shingles against competition has been brought up in the experiences of George L. Moore, salesman, Chicago City Sales Office territory, and R. A. Chynoweth, salesman, Chicago District.

On his first visit to the owner of a new residence under construction, Mr. Moore was informed that plans and specifications called for asphalt shingles and that other roofings would not be considered. Mr. Moore, however, taked increased value of the property by using Johns-Manville asbestos shingles. He struck the right chord. Only this revived the owner's interest in a superior type of roofing material and even though revised bids were called for on all classes of roofing, Mr. Moore was successful in selling No. 70 duplex shingles.

Improved appearance of the building from the application of a more attractive and fireproof roof, the most prominent part of the house, brings a quicker resale and a higher resale price. This is true not only of new buildings but of the type of residence built 15 to 30 or 40 years ago. A roof of old rotted wood shingles, dilapidated in appearance, spells "No Sale" for the unfortunate building, while an investment in reroofing with colorful asbestos shingles will often "sell" the house.

Mr. Chynoweth reports that an owner of a house in Marquette, Michigan, had his house for sale for 10 years without finding a buyer. The J-M distributor at Marquette, with the assistance of Mr. Chynoweth, sold him 35 squares of No. 70 rigid shingles, and three weeks after the new roof was applied the house was sold. And by the owner's own statement, the asbestos rigid shingle roof sold it.

Unique in Lumber Industry

Early last year S. J. O'Conner, Minneapolis salesman, signed up as a Johns-Manville distributor the Melone Bovey Lumber Company, Minneapolis, Minnesota, which operates four yards and a downtown store. The J-M line was taken on when Mr. O'Connor organized a separate Roofing Department to go out after reroofing business. Mr. O'Connor secured the services of J. Delaney to take complete charge of this department for the Melone Bovey people, and to date they have applied 150 roofs. Mr. Delaney has three salesmen working for him and has had as many as 19 men applying material for him during the roofing season.

The Melone Bovey Lumber Company furnishes a J-M certificate of registration with every asbestos shingle job and its own certificate of quality on every asphalt shingle roof. These certificates have been a big help in getting jobs.

Melone Bovey have something which is unique in the lumber industry, a downtown store where people may stop in and see everything that goes into making a house. The average lumber yard is usually so located that a special trip to the yard is necessary to get this information.

Under this plan of operating a Roofing Department in connection with the lumber business, it is easy to show a dealer where there is real money in the roofing business for him.

Teamwork Secures Roof Order

Due to the excellent teamwork of E. D. Griffith, San Francisco District Architects' Service representative, Lee Flournoy, and Harry Hennings, proprietor of the General Roofing Company, Oakland, California, it was possible to secure an order for 600 squares of built-up asbestos roofing for the new Weaver Wells Building in Oakland.

Another roofing job now being applied as the result of Mr. Hennings' endeavors is 900 squares of asbestos built-up roofing for the new East Oakland High School. The original specification called for a regular felt and gravel roof, but Mr. Hennings was successful in getting a J-M roof accepted.

Contractors Express Good-Will

E. R. Flynn of the T. J. Flynn Metal Works, roofing contractors in Cambridge, Mass., in accepting the invitation to attend the approved roofers meeting in Boston recently, added the following paragraph:

"At this time we wish to mention the splendid cooperation we received from your Mr. L. E. Cushman in connection with the recent display at the Cambridge Industrial Association headquarters, and to convey to you the many compliments extended to us through your artistic showing."

J-M in the "Petroleum Times"

An article written by R. R. Waddington, Engineer of the Foreign Division describing the Johns-Manville system of controlling evaporation by means of insulated tank tops, appeared in the November 17 issue of the "Petroleum Times." This is a British publication with editorial offices in London.

It is considered very likely that some important inquiries will result from this article because the publication is distributed throughout the entire British Empire and is read by architects and engineers alike.

Boosting Acoustical Treatment

E. S. Crocker, salesman in the Austin territory, has been successful in securing a contract amounting to about $2.000 for acoustical treatment to be installed in the First Christian Church. This church is the most beautiful in Austin, it having been built under the direction of three leading architects, of whom Dr. White, consulting architect of the University of Texas, was one.

They considered all styles of acoustical treatment and decided that Johns-Manville's was the best. Mr. Crocker reports that Dr. White is very favorable to all J-M materials, and he feels that with this representative job in Austin, he will be able to develop some nice business.

Six Carloads of Transite

The Foreign Division has just shipped six carloads of corrugated Transite roofing to the General Motors Export Company, on an order recently received which amounts to about a quarter of a million dollars.

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The shipment went forward on the S. S. "Mandu."

In the Face of Competition

The fact that rag felt shingles had been specified for a new school to be erected at York, Alabama, did not deter Salesman M. R. Perry of the Birmingham Office from calling on the school board. By means of demonstrations and convincing argument he persuaded them to change the specifications and closed an order for $2,500 worth of rigid shingles.

Turning Complaints Into Orders

Arthur Smith, roofing inspector working out of the New Orleans Office, is "going like sixty" in the matter of turning complaints into orders. When he went to the Brookhaven, Mississippi, High School on a complaint he conferred with the five members of the School Board and before the meeting was over he had sold them $900 worth of built-up roofing and $400 worth of Asbestile wall treatment. On a complaint at Slidell, Louisiana, he convinced the complaining party that the leakage was through the walls and in consequence sold him $400 worth of wall treatment. He obtained both these orders within a period of 10 days.

100 Per Cent J-M

For real "100 per cent J-M" distributors, it would be hard to beat Nicholson-Tomme, Incorporated, of Houston, Texas.

The "old-timers" remember W. S. Nicholson, first as Manager of the Houston District and then as the Manager of the Power Specialties Department in St. Louis. He was later transferred to the Chicago Office.

P. E. Tomme, Vice-President of the Company, formerly handled the Amarillo, Texas, territory.

When Johns-Manville gave up the application end of the roofing business, Mr. Nicholson and Mr. Tomme, or "Nic" and "Park" (as they are affectionately known), got together and started as J-M distributors in Houston.

Ralph S. Burk, their salesman, formerly worked in the Houston Office in the Sales Promotion Department.

Mrs. Laura Crow, the stenographer, is also a J-M product, having worked in the Houston Office as billing clerk.

Mr. Morse, superintendent of the crews, was formerly a Superintendent in the J-M Construction Department in Houston. Other former J-M mechanics now working for Nicholson-Tomme are Messrs. Rodgers and Schlinke.

A Johns-Manville built-up roof applied by these distributors, covers their warehouse.

Following Advertising Leads

When E. S. Crocker, Southern District salesman, reported his success in closing an order for 23 squares of rigid shingles at Llano, Texas, as the result of an advertisement which he followed up, Miss Hazel Ullrich of the Houston Office sent out a letter to the salesmen, telling them about it.

"This should be an incentive to you," she says. "Surely these prospects must have some interest in J-M materials, or they would not take the time to write in for literature, prices and samples. I am sure it is well worth your time to call on each of them."

Get Representative Jobs!

H. E. Moore, Chicago District salesman, has in his territory an excellent representative job of No. 5 Colorblende asbestos shingles, laid at random widths and staggard butts, which has created quite a lot of comment. The building is an apartment house, and the shingles were applied by the J. L. Kingston Sheet Metal and Roofing Company. This roof was laid with closed valleys, and the corners of the shingles were broken off to increase the irregularity of the lines. Prospective customers have come from various parts of the territory to see this job, and several other jobs have been sold from the appearance of this one.

Working with Distributors

P. D. Whittemore, Chicago District salesman, has shown that by cooperating with his Improved Asbestocel distributors, it is possible to secure the insulation in practically every building of consequence in his territory. Mr. Whittemore has almost every distributor in his territory handling J-M Improved Asbestocel, and he works closely with them. During the past fall and early winter months he secured the insulation work in the office and industrial buildings in Danville, Decatur, Champaign and Peoria, Illinois.

Persistence Wins Out

Several months ago, S. L. Organ, Oil Industry salesman, Houston and Beaumont territory, started out under very adverse conditions to get the Texas Pipe Line Company to use Transite corrugated asbestos roofing for their pumping stations. His reports for a time looked very discouraging, but his persistence in furnishing them samples, and giving a quotation on every job that came up, soon bore fruit.

He secured a trial order, and since that time has been able to get the complete line of new stations going in from West Texas to Port Arthur to use not only Transite asbestos roofing, but J-M materials on the side walls and partitions. This business has amounted to about $25,000 so far, with very good prospects for the immediate future.

A Fertile Field for Roofs

The Kingston-Larson Roofing Company has taken over Johns-Manville built-up roofings in Galesburg, Illinois. J. S. Kingston, located in Bloomington, has built up a very successful business, and Mr. Larson at Decatur has done likewise. Galesburg seemed to them to be a fertile field for a roofing contractor, and from the results they have secured up to date, it seems their judgment was right.

Growth of Business in Tokyo

The main office of the Chitose Trading Company, special representatives in Japan, is now located at No. 5 Kobikicho-Gochome, Kyobashi-Ku, Tokyo. This newly erected of-



A photograph showing the stand of Construcciones y Equipos, S. A., special representatives for building materials in the Federal District, in the Exposition of the Second National Road Commission Congress in the National Stadium of Mexico City.

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fice building in the wholesale district of the city, occupied entirely by them, has a floor space of more than 2,200 square feet. The move was necessitated as a result of the rapid expansion in the company's business.

Four years ago when the Chitose Trading Company was organized there were only three members. Now there are more than 20 employees directly connected with the company and 30 field workers who specialize in J-M products. In addition there is a branch office in Osaka and four agencies have been established in the most commercial centers in Japan.

Division Managers Meet

The annual meeting of the Division Sales Managers was held January 17, 18 and 19, at New York. R. C. Harden from Chicago, H. P. Rankin from New York, T. K. Mial from Cleveland, and G. L. Hiller from Canada attended this meeting, which was presided over by L. H. Brown, Secretary, in the absence of L. R. Hoff, Vice-President in Charge of Sales.

President T. F. Merseles spoke to the men at the opening meeting on Thursday morning and again at its close on Saturday. The results of 1928 were gone over, and a study was made of the successes and failures of last year, and plans were made for this year.

Suggestions and ideas of the men in the field were presented for discussion through their Division Managers.

A Good Advertisement

At the right is the architect's drawing of the new building for the Santiago newspaper "La Nación," which will contain 1 850 square meters of J-M Super Class A roofing, waterproofing, Asbestocel, and industrial flooring. These materials will be applied by García y Bravo, Ltda., J-M special representatives in Chile.

The General Contractors are "Cía. Constructora Fred T. Ley (S. A.)," the builders of the Hotel Bolivar in Lima and the new Chrysler Building in New York City.

This building, the most modern in Chile, will be a good advertisement for J-M materials.

J-M Materials in Stadium

Most everyone read of the famous Shrine East-West Football game played at Kezar Stadium at San Francisco, but very few of the 70,000 people that attended the game knew that these large stands were waterproofed and fireproofed by a special asbestos construction of 1,600 squares of J-M materials. It was planned for the architects by R. E. Flournoy, San Francisco salesman, and Mr. Flournoy, with the assistance of E. Griffith, architectural representative. and Mallott and Peterson, applying contractors, secured this big job in face of severe competition.

Kezar Stadium is known as one of the largest in the United States. It is owned by the City of San Francisco.

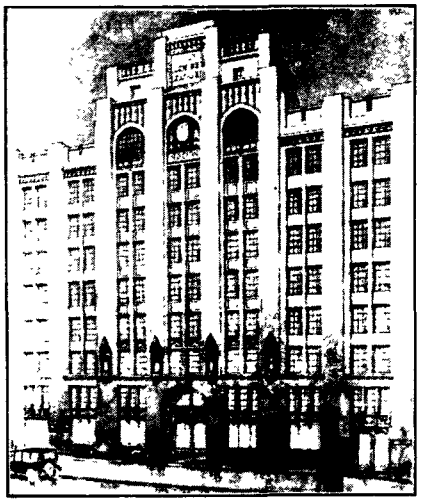
Sales Promotion Service

The T. J. Flynn Metal Works, of Cambridge, Massachusetts, Johns-Manville approved roofers, were recently invited by the Cambridge Industrial Association to install an exhibit for one week as part of the Cambridge Manufacturers program.

At about closing time on a Saturday, T. J. Flynn of the Metal Works telephoned the Boston Office and asked if the Sales Promotion Department would install a display of J-M materials at the Association Exhibit on Monday morning. L. E. Cushman, Sales Promotion representative, agreed to this, and installed a display of roofings and shingles which was so attractive that the Industrial Association requested that it be allowed to remain for another week.

Hairinsul in Refrigerator Cars

The St. Louis Railroad and Government Department has closed a contract with the American Refrigerator Transit Company for Hairinsul which will be used in the 1,000 new refrigerator cars to be built by the Pressed Steel Car Company at Hegewish, Illinois. This order amounted to approximately $180,000 and was secured in the face of some unusually keen competition by J. H. Trent, Manager of that Department.



A picture of the new building for the Santiago, Chile, newspaper "La Nación," equipped with 1,850 *square meters of J-M roofing, waterproofing, Asbestocel and industrial flooring.*

J-M Roof Protects Buses

A built-up roof has been applied on the Penn Jersey Garage by Harry L. Young, approved roofer in Camden, New Jersey. The garage is owned by the Public Service of New Jersey and is used to house 400 buses operated by the Public Service and the Philadelphia Rapid Transit. The J-M Asbestile system of flashing was used. A total of 800 squares were applied on this barrel type Super Class A roof. The building is 500 feet long and the span on each half is 80 feet.

Nicely and Company, approved insulation contractors in Philadelphia, have secured the contract for the insulation of the heating lines of this garage.

A Large Surface to Cover

An order was recently secured for a roof which required five carloads of asphalt, five carloads of asphalt felt and 1,700 squares of Slatekote roofing. The roof deck is made of wood sheathing over which was applied an old burlap center asbestos roof and on top of this a slag roof. The slag roof was removed and J. I. Thomas, approved roofer in Lewiston, Pennsylvania, applied four plies of No. 15 saturated rag felt over the burlap. At the peak of the bays J-M Slatekote was used as an overhang. The job was sold by I. Benner, salesman in the Harrisburg, Pennsylvania, territory.

Asbestos Roofs on New Schools

New school buildings are offering excellent opportunities for Milwaukee Sales Office territory men to meet their quota of asbestos built-up roofing materials. Walter Finch, Milwaukee salesman, just recently closed a proposal for a Super Class A roof with the Board of Vocational Education at Green Bay, Wisconsin. The proposal amounts to approximately $5.000 and covers the application over one inch thick cork. R. A. Chynoweth also convinced the Board of Education at Marinette, Wisconsin. that a Super Class A roof would best cover their new building. The job consists of 97 squares.

A. S. Royal Rapidly Recovering

A. S. Royal, Sales Manager of the Philadelphia District, is rapidly recovering from a recent serious illness at his home in Haddon Heights. New Jersey.

Mr. Royal has been connected with Johns-Manville and consolidated companies for about 40 years, in which time he has held the positions of insulation sub-contractor, Manager of the Construction Department, Manager of the Insulation Department, Special Eastern Division merchandising representative. and Philadelphia District Manager. He became ill at the General Conference in New York during the week of September 17. Upon his return to Philadelphia he endeavored to resume his duties, but his condition confined him to his home. He was later removed to a hospital, where six weeks were spent in rebuilding his strength sufficiently to enable the surgeons to complete their diagnosis and operate.

During this period six blood transfusions were made, this assistance being given voluntarily by members of the Philadelphia District organization.

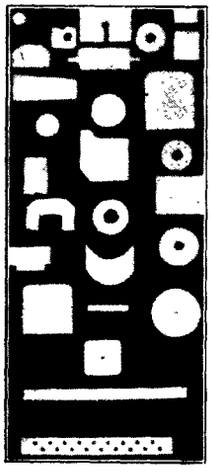
Since the operation his recovery has been remarkable. Scores of letters were received by Mr. Royal during his illness, not only

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from those within the organization but from many customers throughout the Eastern Division.

Pittsburgh Stresses Asbestocel

The merchandising sales effort of the Pittsburgh District was devoted exclusively to Improved Asbestocel on December 28, when G. V. Christie, W. B. Walter, I. E. Willison, W. L. Garrett, E. J. Gordon and W. S. Gordon of Johns-Manville met with approximately 25 men of the Crane Company at their plant at 10:00 a. m.



A collection of Transite specialties made at Waukegan.

Mr. Christie gave an illustrated talk on Johns-Manville's advertising policy, its cooperation with distributors, and the superiority of J-M products over any which compare closely with them in price. A very successful general discussion followed with encouraging results and promises for greater cooperation on both sides during 1929. Several confusing things regarding J-M's distributing policy were "ironed out" to the complete satisfaction of all.

On the same evening a dinner was given at the Hotel Roosevelt by the same J-M representatives, attended by employees of the Standard Sanitary Manufacturing Company. E. W. Rosenberger, Pittsburgh District Manager, was present in the evening, and the general proceedings of this dinner meeting were identical with the program for the meeting with the Crane Company. The results obtained were quite gratifying and encouraging, and the enthusiasm of the salesmen indicates an incerase in sales of insulation during 1929.

A practical demonstration of the physical superiority of Asbestocel over ordinary Aircell was a surprise to those who had not seen this test made before. Keystone hot water tank covers were discussed and won approval. The simplicity of application was thoroughly stressed.

J-M Roofing on Landing Shed

When Nicolas-Beasley, airplane manufacturers at Marshall, Missouri, built their new factory, the same exhaustive tests were made in selecting their roof as in the selection of materials for their planes, and as a result, 500 squares of Johns-Manville roofing were used.

A total of 250 squares of Super Class A were applied on one side of the factory, while 250 squares of White Top were required on the other. E. H. Thorpe, St. Louis salesman, deserves special credit for closing the contract, particularly when it came to the White Top roofing. The manufacturers wanted to paint a huge sign on the factory to guide incoming aviators to the landing field. After much effort Mr. Thorpe finally convinced them of the wisdom of using White Top roofing and painting a marker on it.

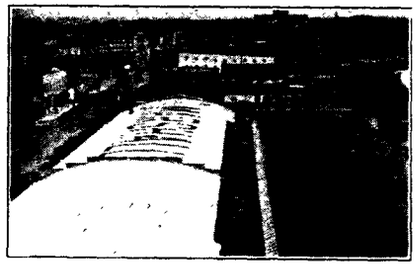
Roof Meeting in Philadelphia

A meeting was held in Philadelphia, at the Hotel Adelphia, on January 4, to acquaint the salesmen and approved roofers with the new 1929 policy on built-up roofing. In the absence of A. S. Royal, Philadelphia District Manager, the meeting was in charge of H. P. Rankin, Eastern Division Manager.

The morning session of the meeting was called at 9 a. m. After a few remarks by Mr. Rankin, the meeting was turned over to J. M. Berdan, Staff Manager of the roofing and building materials section, General Industrial Department, who first introduced R. W. Estey, assistant to Mr. Berdan; G. V. Dutney, Industrial Staff Manager of the Eastern Division; E. A. Swenson, assistant to Mr. Dutney; C. O. Friedly of Cleveland; C. H. McCauley of Chicago; and J. A. Bradley of Toronto The last three men learned as much as possible about the new plan, so they could return to their respective divisions and spread the story of J-M bonded roofs.

After the introductions, there followed a very lively and interesting discussion.

After an informal luncheon, the meeting was resumed with about 50 approved roofers present, as guests. The same procedure, that is, explaining the new plan, was followed in the afternoon. The roofers especially liked the features that called for furnishing a bond, and also the fact that after the second year the roofer is relieved of responsibility. A new feature of furnishing a bond for a slag roof was received by



some as a big help in securing additional business.

At the conclusion of the meeting J. C. Mason, Sales Promotion man, showed two reels of a film on the manufacture of felts and application of smooth surface built-up roofing.

At 7:30 the men had a chicken dinner, after which the supervisors were called upon to introduce the roofers from their respective territories, who made a few remarks about the meeting, the new plan and the bonds.

The meeting was of real value in spreading the story of the J-M bonded roofs, and in fostering and renewing contacts with J-M roofers.

Some Good Roof Jobs

William Shinn and Company, approved roofers in Wilmington, Delaware, have completed some very interesting contracts recently, one of which was the 15-year built-up roof on the Pusey and Jones Company joiner shop, which required 250 squares. A 400-square 20-year roof was placed on the Amelia Warner Grade School in Wilmington. The Y. M. C. A. can also boast a Johns-Manville 20-year roof of 200 squares.

Transfers to Pittsburg Factory

During the latter part of November the Brake Band Lining Department of the San Francisco warehouse was transferred to Pittsburg Factory. On December 6, Transite and Ebony saws and other machinery, together with the entire stock of Ebony and Transite, were also transferred. The Gasket Factory and stock of packing was transferred the latter part of December and this department is now in operation.

In the "City in the Clouds"

Peter Porta, South American sales engineer, has secured an order for an applied waterproofing job amounting to $10,800 for the Nuevo Teatro building in Bogota, Colombia. This is J-M's first waterproofing job in Bogota, the "City in the Clouds," which is about 2,800 meters above sea level. It is probably the highest waterproofing job that has yet been secured.

This will be a 100 per cent Johns-Manville building, as, besides using J-M water-



At left: A close-up of the new factory of Nicolas-Beasley, airplane manufacturers at Marshall, Missouri. Above: This view was taken by E. H. Thorpe at an altitude of 1,500 feet. The sign painted on White Top is easily distinguished.

proofing felts and cement, the application of materials will be under the supervision of mechanics to be sent from New York. These men will have to travel by airplane from seaport to railroad terminal, an air trip of about eight hours over the famous Magdalena River of Colombia, and tropical virgin forests and swamps, one of the most picturesque air routes of today. Their entire trip from New York to destination will include every modern means of transportation, a combination of steamship, railroad, airplane and automobile.

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Within the Circle

Eastern Division

A. R. GIBBONS, *Associate Editor*

EDNA STIPPLE, who for over nine years has been in the Newark Office, resigned from the Company to be married on January 19 to LEWIS T. CRAIG, JR., of Basking Ridge, New Jersey. Miss Stipple was presented with a silk purse in which were a number of gold coins, as an expression of appreciation of her cooperation and cheerfulness during the past nine years.

Philadelphia District welcomes the following employees from the Celite Corporation: FRANK C. COE, special representative; O. C. DODSON, salesman; and MABEL L. MORLEY, stenographer.

Central Division

H. W. KIEL, *Associate Editor*

The Pittsburgh Sales Office of the Celite Corporation was recently moved into the Pittsburgh Office of Johns-Manville. W. T. KENNEDY, Supervisor, S. H. BOYER, salesman, and MRS. MADDEN, stenographer, are the new Celite people now located there.

STEPHEN MAHON, Division Manager of the Celite Corporation, N. ALLEN HUMPHRIES and GILBERT L. STITZ, salesmen, and MISS BERNADETTE BOGAN, stenographer, have been welcomed to the Cleveland Office.

Western Division

E. NELSON, *Associate Editor*

HARRY HOUSTON, New Orleans District salesman, secured an order with a contractor in Robertsdale, Alabama, for $1,200 worth of rigid shingles.

G. H. DAVIS, San Antonio salesman, has again come to the front with an acoustical order amounting to $3,000 for the First Baptist Church of San Antonio, Texas. This is the second acoustical job Mr. Davis has sold in this church. He has the reputation of being one of the best informed acoustical men in the South Texas District and his results speak for themselves.

A. W. GRANING, Southern District acoustical representative, working with L. G. BAUMHAUER, Birmingham Office salesman, convinced the Protective Life Insurance Company of Birmingham of the necessity and superiority of J-M acoustical treatment for their new broadcasting station, WAPI, and closed a $1,400 contract with them.

N. M. GROVE, Tulsa Branch Manager of the Gustin-Bacon Manufacturing Company, who was in Chicago recently, reports a very pleasant visit in the J-M Office there.

EARL F. SCHULTIS, chief clerk of the New Orleans Office, who was ill for some time, has returned to work.

K. I. GANNON, B. I. BUCHANAN and MISS G. HELSEP of the Celite Corporation in St. Louis, recently moved into the Johns-Manville St. Louis Office.

EDWIN J. RODRIGUEZ, New Orleans Office salesman, sold over $23,000 worth of pipe-covering during the month of December.

During the month of December C. H. MCCAULEY, A. J. DUAEI, R. S. BARBER and E. NELSON of the Western Division headquarters, and R. F. ORTH of St. Louis, paid a visit at the Memphis Office.

JOHN M. TAYLOR, Southern District Sales Manager, called a general meeting of the New Orleans men on Christmas Eve and thanked them heartily for their loyalty and cooperation during the past year, and expressed the opinion that 1929 would in every respect be an even greater year for the Johns-Manville Corporation.

The small daughter of F. A. SANDERS, special state representative in Texas and Louisiana, has been very ill in Tulsa, Oklahoma.

E. C. REIMANN of the Chicago Industrial Flooring and Roofing Department, is spending some time in the New Orleans Office working with J. B. KELLY.

The marriage of THEODORE R. LEMMER of the Chicago District Office force to MISS MILDRED LUNDBERG, of Evanston, Illinois, was recently announced in the Evanston, Illinois, "Review."

RALPH C. HARDEN, J. B. STEVENS and E. NELSON, Sales Manager, Merchandising Department Manager, and Sales Promotion Manager, respectively, of the Western Division, visited the New Orleans Office the week ending December 15.

Pacific Division

E. N. CHRYSLER, *Associate Editor*

The following members of the Celite Corporation are now associated with the Los Angeles District: LAWRENCE RUSSEL, Sales Supervisor; C. F. MOSS, Sales Engineer; E. A. TRAFZER, Concrete Engineer; ALDEN W. MILLER, Concrete Engineer; L. H. BIGGAR, Filtration Engineer; C. D. GIFFORD, special Filtration Engineer; THELMA MASHMEYER, stenographer; and ETHEL GRAY, stenographer.

E. W. LITTLE of the E. W. Little Roofing Company, J-M roofing contractor in Boise, Idaho, accompanied by Mrs. Little, recently visited the San Francisco Office. Mr. Little spent a great deal of time in the office and with members of the Johns-Manville personnel, and returned to Boise with a much better knowledge of Johns-Manville policies, products and hospitality.

E. H. CLAUSEN, San Francisco District Sales Manager, gave a very interesting address on "Asbestos" before the Heating and Plumbing Club of the Bay Cities at their meeting at the Clift Hotel, December 13. His talk covered the mining, milling and manufacture of asbestos, its relation to the heating and plumbing trades, and the Johns-Manville organization. This Club has a membership of about 200 men in the plumbing, steam fitting, heating and contracting trade.

MISS WANDA OLIVER has been appointed J-M Circle reporter for the San Francisco District.

Chrysotile, (Ariz.,) Mine

J. P. LONG, *Reporter*

MR. and MRS. E. CASTANEDA are the proud parents of a daughter born on the last day of the old year.

MR. and MRS. J. P. LONG are the parents of a daughter born at Globe, Arizona, on December 15.

Cincinnati Factory

T. R. TURNBULL, *Associate Editor*

Recent visitors to Cincinnati Factory include MYRON H. CLARK, Planning Manager, who visited Cincinnati Factory for the first time, and D. C. RENTON, Chief Engineer.

The influenza epidemic has had its effect upon the Cincinnati Factory, where a great many of the employees have contracted it. Departmental activities have for the most part been uninterrupted, however, and the epidemic seems to have reached its peak and started to decline.

Manville Factory

C. K. DILLINGHAM, *Associate Editor*

WILLIAM T. KING passed away recently at his home on Grove Street, Somerville, New Jersey, at the age of 68. He had been employed in the sample room of the roofing Department, Manville Factory.

FRANK RYAN, Office Manager, Manville Factory, is the father of a baby boy.

MR. and MRS. FREAS L. HESS are the proud parents of twins, a girl and boy, born on January 15. On the night of January 15 the Somerville Male Chorus of which Mr. Hess is a member, called in a body and serenaded Mr. and Mrs. Hess. Mr. Hess is Superintendent of the Packing Department.

Nashua, (N. H.,) Factory

E. C. HOPKINS, *Associate Editor*

F. THOMAS PAINE is at Port Chester, New York, and FRED GAGNON is at Ossining, New York, supervising the erection of Transite cell structure.

A. E. FLEWELLING, late of the Moulded Ebony Cleaning Department, died January 3. He had been employed at the Factory

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since May, 1923. The check for Group Insurance was delivered to Mrs. Flewelling January 4.

PAUL ST. JEAN, coping saw helper, died December 22. Mr. St. Jean was employed July 23, 1928, and was not eligible for insurance.

EDWARD WILLETTE, JR., sticker in the Shingle Department, and JOHN BARRY, clerk in the Mechanical Department, have been appointed reporters for the J-M Circle.

WILFRED BEAULIEU, repair man, was married recently and has just returned from a month's honeymoon trip through Canada.

FRANK ROBIDOUX, Curing Department, Shingle Mill, is the proud father of a son.

Pittsburg, (Calif.,) Factory

E. L. ADAMS, *Associate Editor*

JUAN FERNANDEZ, sub-foreman in the Shingle Mill, Pittsburgh Factory, has returned to work, after an absence of 19 months because of injuries received while working on the shingle machines.

Waukegan Factory

J. E. BEGERT, *Associate Editor*

JOE BLAKEMORE, Master Mechanic at the Waukegan Shingle Plant, is the proud father of a son, Lawrence George, born December 23.

LEONARD KOSTAMO, weldfast operator, Waukegan Shingle Plant, was married January 5 to MISS SYLVIA LAMPINEN of Highland Park, Illinois.

MALCOLM E. WESTON, oiler in the Paper Mill, Waukegan Factory, died of heart failure on December 17, a few minutes after beginning his day's work. The check for his insurance, under the Group Life Insurance plan, was delivered to his wife the day of the funeral. Mrs. Weston expressed her appreciation of the courtesies and considerations shown by the Company officials in her bereavement. She stated the insurance paid the mortgage on her home and put her in a position where she was relieved of considerable worry.

ARTHUR COOPER, Foreman in the Textile Department, Waukegan Factory, died of heart failure December 21.

The Waukegan Factory extends its sympathy to R. DENNETT, Office Manager, Waukegan Factory, whose wife died December 19.

S. A. WILLIAMS, Vice President and General Manager of the Celite Corporation, who is now located at Los Angeles, California, and D. C. RENTON, Chief Engineer, New York Office, visited Waukegan Factory during the Christmas holidays and attended the get-together Christmas dinner of the executives and department managers in the Cafeteria.

General Office

FLORENCE MUIR, *Reporter*

The sympathy of the employees is extended to A. CAPANO, clerk in the General Factory Department, whose father died January 1.

Expansion at Gretna Factory

During the month of November the Gretna Factory made an addition to the Plant of 8,000 square feet. Approximately 350 cubic yards of filling was used. The work was started on November 15, and by one o'clock on November 19, concrete pouring was begun. The floor was completed on the night of the twenty-third.

The building was completed on November 30, and the office was moved to the new addition on December 1.

Boston Salesmen Organize a "Sixty-five" Club

The Boston Sales Territory of the Boston District is not only going to go like sixty this year, but is going to go like *sixty-five.*

C. T. Dearborn, Sales Supervisor of the Metropolitan Boston Sales District, has organized a Sixty-five Club, comprised of the salesmen of his district.

For the month of January plans were made and quotas established, and it was decided to hold regular meetings of the Sixty-five Club on Saturdays at the Boston Office.

During January these meetings were conducted by Mr. Dearborn. After the first month's sales have been reported, the Sixty-five Club is to be run by its own president, vice-president, treasurer and secretary. The president for the month will be the man with the highest sales record for the previous month, the vice-president, the man with the second highest sales, the treasurer, the man with the third, and the secretary, the man with the fourth highest sales record. These officers will direct the club, until automatically replaced at the end of the month by the then four highest salesmen.

The idea is unique and will, it is believed, stimulate interest among the salesmen. By having different salesmen in charge of these meetings each month the meeting will have greater variety.

During the year various sales supervisors from New York and Boston will be invited as guests to speak at these meetings.

Manville Training Class

An article recently appeared in the "University Extension Record," a Rutgers University bulletin published at New Brunswick, New Jersey, telling of the record foreman training class at Manville Factory. This class of 140, conducted by Rutgers professors, was the largest in the state. The instructors have reported exceptional interest and response on the part of the members.

Nashua Foremen Meet

The third meeting in the Foremen's Training Course at Nashua Factory, was held January 16, with over 50 in attendance. Much interest has been shown at these meetings, which are under the supervision of M. A. Chaffee of Rutgers University.



A picture taken at the Christmas Party for the Waukegan Factory Office girls in the cafeteria, on December 20. Outside row, left to right: Claire McDermott, Helen Stevenson, Ida Spaulding, Helen Sundstrum, Irene Taylor, Josephine Andracki, Erna Frey, Mabel Hangebrauch, Loretta O'Neil, Lillian Grant, Beatrice Dandrea, Isobel Murphy, Jean Paulson, Carrie Andracki, Marion Nitsch, Jennie Meisenheimer; second row: Hannah Hanford, Lucienne Rehor, Betty Sauve, Grace Ross, Frances Robinson, Hazel Tornquist, Hertha Kelly, Violet Friedlund; front row: Miss Osgood, Victoria Narcy, Gertrude Boone, Bernice Zelinski, Mrs. Johnson (chaperon and caterer), Lulu Wagner, and Lorraine McAndrews.

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SPORTS

E. J. Rodriguez, salesman in the Southern District, has a hunting and fishing lodge on the edge of the swamps below New Orleans, adjacent to bayous and lakes, which offers excellent opportunities not only for fishing but for duck hunting as it is in the immediate vicinity of the finest duck country in Louisiana.



Left to right: E. J. Rodriguez, Southern District salesman, and A R. Rodriguez of the Standard Fruit and Steamship Company, in front of the hunting lodge near New Orleans.

Every Saturday evening Mr. Rodriguez, with five or six of his customers, goes to the "camp" for hunting and fishing over the week-end.

In addition to being a capable huntsman and fisherman Mr. Rodriguez is an excellent cook and not the least of the pleasures to be enjoyed at these outings are the meals which he prepares for his guests.

Having had a great deal of experience in these fields Mr. Rodriguez is not only a perfect host but also an excellent guide so it follows that his guests are always well supplied with fish and game.

A. W. Graning, Southern District acoustical representative and former half-back of the Colgate football team, was one of the outstanding stars of the New Orleans "Annual Doll and Toy Fund" game, the gate receipts of which were used to buy toys for poor children. During the game Mr. Graning was on the receiving end of a spectacular forward pass and consistently gained through the line. His defensive playing was also of the best. Inasmuch as there were All-American stars on the teams from Georgia Tech, Vanderbilt, Tulane, and several other colleges, Mr. Graning's feats were particularly noteworthy.

R. H. Fischer, special representative of the industrial roofing, flooring and building materials section, Pittsburgh District, brought home a deer, shot about 10 miles from Clearfield, Pa., in the recent hunting season that closed December 15.

He had gone to the lodge and slept there all night. The next morning he set out to get his deer. He was lying in ambush watching a trail, when he saw a herd of seven deer coming down the trail. He waited until they came into rifle range and singled out the biggest of the pack, which he killed with one shot. He returned with the 160-pound deer on his shoulder, after having been gone from the lodge exactly 45 minutes. The deer weighed 104 pounds dressed, and was the biggest of five deer killed in the camp.

Eddie Taylor, a new employee at Gretna Factory, is a member of the Toledo baseball team of the American Association and is spending the winter in the South.

On December 21 the basketball team of the San Francisco Office, accompanied by about 35 staunch supporters, journeyed to Pittsburgh for a game with the Pittsburgh Factory team.

The hopes and dreams of the San Francisco employees were completely shattered when, at the last whistle, the scoreboard read: San Francisco, 9; Pittsburgh Factory, 25.

Those who arrived before five o'clock were escorted through the factory under the guidance of G. M. Deam, Assistant Superintendent.

A light lunch was served immediately after the game. A return game will be played in San Francisco in the near future.

The Shingle Mill Team No. 2 at Nashua Factory won the championship in the third bowling match. The team had as its members Captain Ed. Willette, Frank Levesque, Richard Farrell, Joe Stephens and Gilbert Dumas.

A New Year's Party and dance was held at the Boston Office on January 4, attended by Boston District Office employees, salesmen, and their wives and friends.

About 60 people were present at the gathering in the Office Assembly Hall which had been appropriately decorated for the occasion.

The evening's enjoyment began at 8 o'clock and continued through the evening with a carefully planned program of dances, novelty affairs and entertainment. Refreshments were served at 10:30, after which the dancing continued until midnight.

It was voted a very successful and enjoyable party.

"Plenty of people have a good aim in life but a lot of them don't pull the trigger."

New Ways for Old

Another scene of the Old Western days passes, with the completion of a truck road to the El Dorado Mine at Chrysotile. Up to this time donkeys have been the only means of transportation to and from that mine, but now they are no longer needed.



R. H. Fischer (back row, second from left) and a party of hunters who brought home five deer in the recent hunting season near Clearfield, Pa.

New Unit in Cleveland

Cleveland District, now completely organized as an entirely separate unit under F. T. Jones, Sales Manager, has moved into its new quarters in the west end of the building formerly occupied by the Accounting Department.

The Accounting and Office Service Departments have moved into new quarters on the third floor. This space was formerly unoccupied. Under the supervision of W. T. Guion, Office Manager, it has been turned into private offices, conference room, and one large room which serves the Accounting, Statistical, and Office Service Department.

Suggestions

(*Continued from page 8*)

FOREIGN DIVISION

J. E. Suthergreen.....Chief Clerk, Office Service and Accounting Department
Improved method of issuing special instructions on export orders.

Along with the rest of the Western towns and cities, Chrysotile Mine has had its touch of the recent "flu" epidemic, several cases having been reported there.

New Employees

(*Continued from page 14*)

Company as general clerk, Railroad and Government Department.

WILLIAM HAWKES is a new assistant engineer in the Railroad and Government Department.

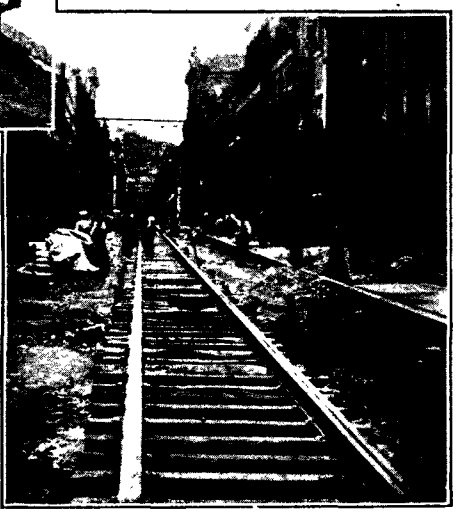
HILDA OSBORNE and ELSIE LYNCH have joined the Company as stenographers in the engineering and development section.

FRANK BRENTHEL recently joined the Company as utility clerk in the General Industrial Department.

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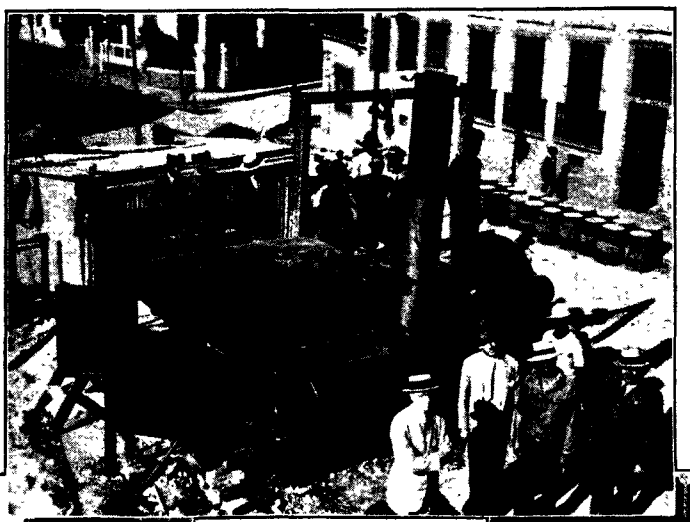


Inspecting the work. In the right foreground are Ramiro Correa, Manager of the J-M Rio de Janeiro Office; Alva Green, Paving Engineer with Lima and Jorge, Ltda; J. L. Wood, General Credit Manager; C. A. Middleton, Sales Manager for Brazil; and Dr. J. Goncalves Lima.



Introducing GILSONITE

The city of Rio de Janeiro, famous for its beauty, is the first city in the United States of Brazil to have streets of Johns-Manville paving cement. And Brazil is the third country in South America to adopt this type of paving, Uruguay and British Guiana having led the way with successful applications.



At the right is the asphalt plant in the Rua Rezende, one of the streets paved. In the background of the photograph are Jorge Calfat and Dr. Lima, of Lima and Jorge, Ltda., the leading industrial flooring contractors in Brazil, and also J-M special representatives for Gilsonite.

When completed, this order will amount to approximately $500,000 worth of Gilsonite. In the city of Montevideo, Uruguay, almost 750,000 square feet of J-M paving cement has been applied, and in Georgetown, B. G., a large quantity of this material is giving excellent results.



The street paving in progress. This construction is being carried on under the supervision of Mr. Green, who was formerly connected with the City Highway Department in Savannah, Georgia, and has had wide experience in this type of work.



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The Salesman's "Daily Dozen"*

1. Start the day with a definite plan—know where you are going and on whom you are going to call before you start out.
2. Be sure all daily reports go in *Daily*.
3. Send in your route sheets every Wednesday *without fail*.
4. Stay on your route. If necessary to change, wire your headquarters to that effect. Then advise all hotels shown on your route where to forward your mail.
5. Answer or acknowledge receipt of all correspondence *promptly*.
6. Be careful in writing up your orders, and be sure *full* information is shown before sending them in.
7. Be fair and honest in all statements to your customers; *do not* misrepresent the Company in any way.
8. Devote at least 10 or 15 minutes a day to real honest-to-goodness study in your Sales Manual.
9. Make an effort to call on at least 10 customers a day, and secure at least three orders a day.
10. Secure and send the names of five reroofing prospects each day to be circularized.
11. Handle your territory as though it were a business of your own—it lies in your own hands whether you make it a paying, profitable establishment—or whether it goes through the bankruptcy courts. (The advantage here is that you make all the profits and none of it goes back into the business.)
12. Do not neglect a complaint—a complaint satisfactorily adjusted makes a more loyal customer than anything else.

* *According to word from Dallas, the salesmen in that territory are doing this "daily dozen" advocated by Miss Ethel Graham, editor of the Dallas Territory "Scandal Sheet." The* 12 *points are also called a "Short Road to Success."*

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