THE JOHNS-MANVILLE CORPORATION CIRCLE

DECEMBER, 1929



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R AND ABOUT JOHNS-MANVILLE EMPLOYEES

IN THE LAND OF THE CHRISTMAS STORY

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LOOKING BACKWARD

DECEMBER brings not only the good cheer and joy of the Holiday time, but with it the end of another year.

Most of us find ourselves going along the same old paths of habit day in and day out, year in and year out, unless we draw ourselves up short and take a look at "us".

How little we think about the things we do and why we do them. We will find ourselves once again this Christmas time bringing in the annual Christmas tree with no thought of its actual significance and certainly without the realization that it has nothing to do with the Christian religion but is a custom extending back through the Middle Ages, past Greece and Rome to the Ancient Egyptians and the far off Druids in the early days of human history when the evergreen branch was the symbol of eternal life.



JAMES S. ADAMS

Let us think over the things we have been doing here at Johns-Manville for more than two years and why we have been doing them. We have been going through the processes of readjustment, making ready for a new and better future with increased service to our customers, greater profit for our stockholders and happiness and prosperity for ourselves.

Our Mines and Factories have been improved, enlarged, and made more productive. Our Sales Organization has been reorganized, revitalized and has already demonstrated its ability to take its place among the great business producing organizations of the world. Our Sales Promotion and Advertising Group has been completely made over, doubling its effectiveness, its volume and its influence upon our own organization, as well as our customers. Our Financial and Accounting Department has been modernized, standardized, and has already contributed greatly to our increased efficiency through providing better ways of handling our orders and accounts, as well as making available the information so necessary in directing all of our operations.

In 1929 we have demonstrated the wisdom of our program and the fruits of our labor, for we have greatly increased our sales, our service to our customers, and the production from our factories. In so doing, we have afforded employment for many more people and made opportunities where none existed before.

If you will go through every single issue of the J-M Circle during the past two years, you will find column after column of promotions made from within the organization. Men who were workmen a few short months ago are foremen; foremen, building superintendents; building superintendents are factory managers; office boys are clerks; clerks are chief clerks and office managers and salesmen; salesmen are supervisors and special representatives; supervisors are district managers; district managers are division managers. Literally hundreds of opportunities have been made available throughout this organization and have been filled by men and women who were ready for them.

This Corporation, from one end to the other, in every department, is ready to take advantage of the opportunities 1930 affords and our growth is but beginning. Our only problem as we face the future is the problem of finding men and women who can carry responsibility and measure up to the opportunities that lie ahead of us. Scores of promotions are going to be made during the coming year. Are you ready?

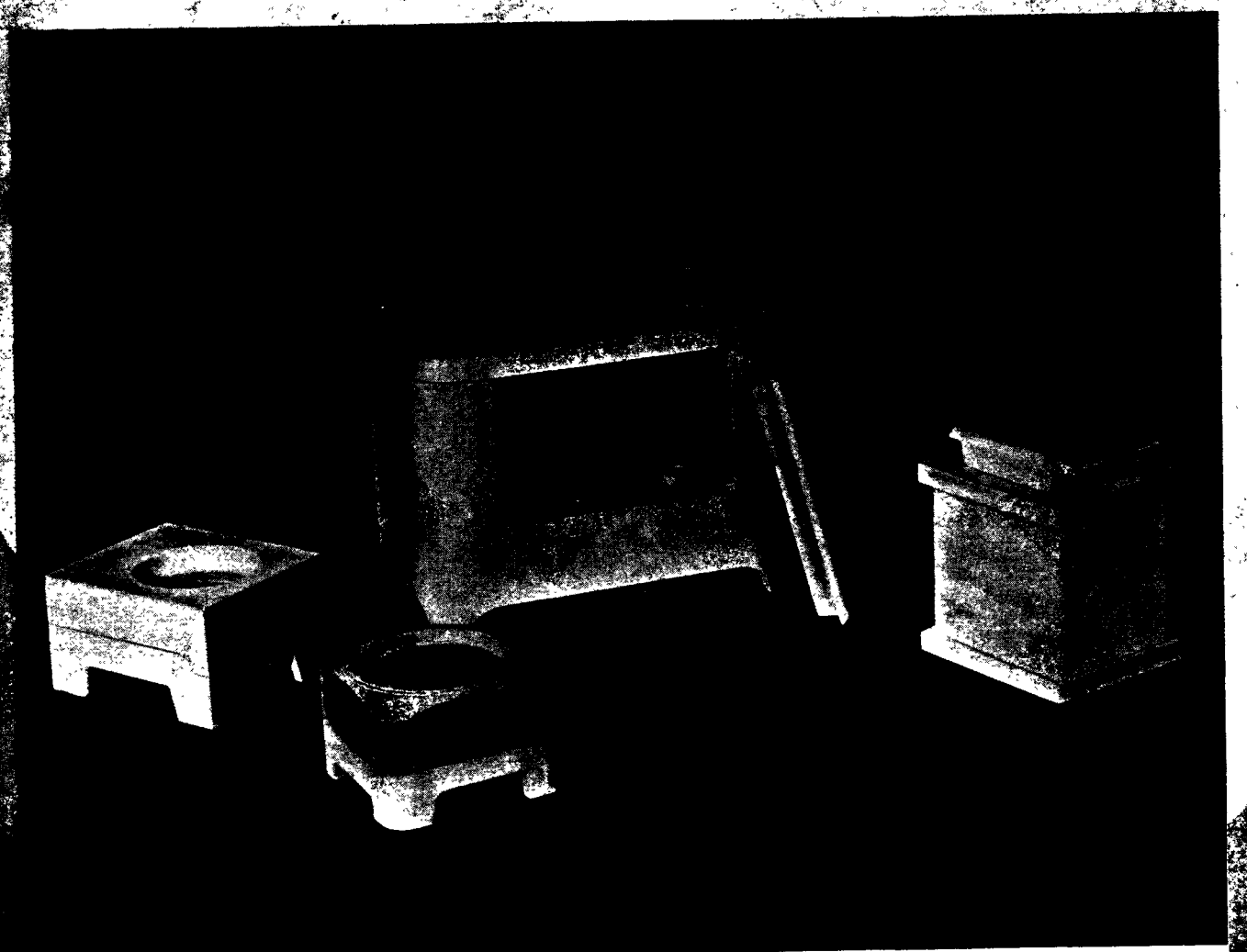
Let each one of us sit down as this year comes to an end and looking backward examine our individual performances, critically and impersonally. Ask yourself these questions:

1. What is my job?
2. How have I carried out its responsibilities this year?
3. How can I definitely start tomorrow improving my performance?
4. How can I best prepare myself for greater responsibilities in the days that are ahead?

If you will sit down and write out the answer to each of these questions on a single sheet of paper and then follow through, you will not only be ready for the opportunities that may come your way, but you will have created a new opportunity for yourself.

JAMES S. ADAMS
Assistant to the President.

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ELECTROBESTOS-

For electrical insulation where structural strength in the material must be combined with great adaptability to sudden temperature changes. This J-M product, composed of asbestos fibre and high temperature clays impregnated with a liquid binder, is so perfectly made that it may be safely exposed to heat conditions up to 1200° F. For this reason it is used extensively in the electrical industry for arc or flame barriers, and for parts of small ovens, muffle furnaces, or other apparatus exposed to heat. Wherever Johns-Manville Electrobestos parts are installed, their satisfactory record in service proves that real economy is achieved through the use of this material.

ELECTROBESTOS IS A J-M QUALITY PRODUCT

JOHNS-MANVILLE JM PRODUCTS

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THE J-M CIRCLE

DECEMBER 1929

Enthusiasm Marks General Conference

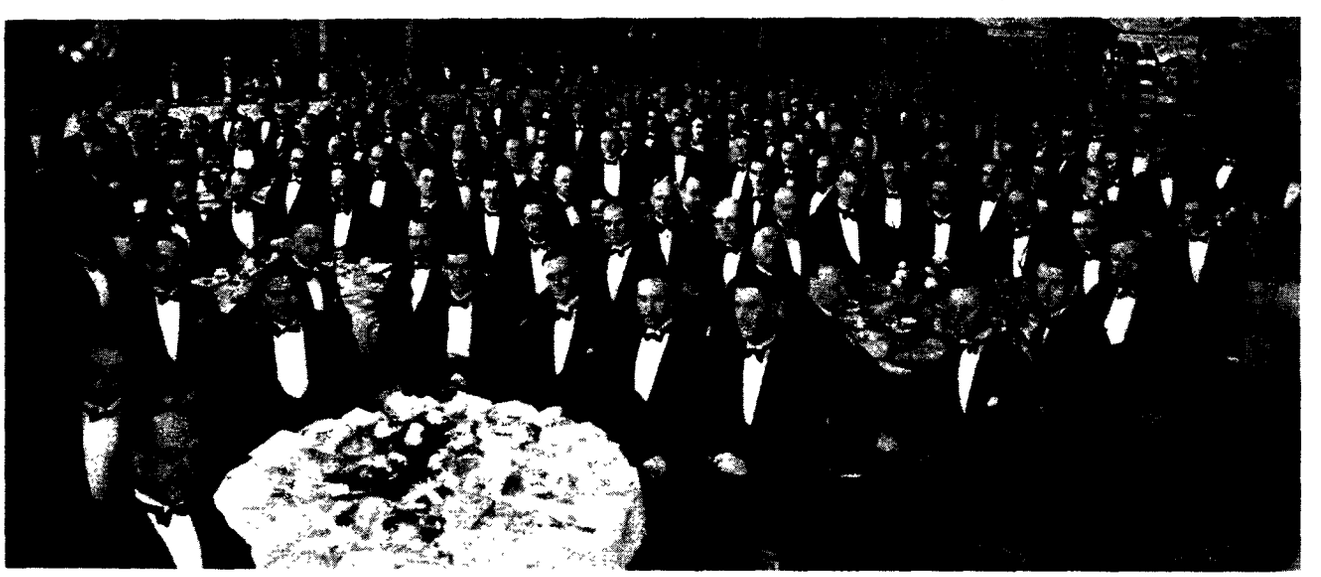
More than 150 executives in second annual gathering review year's work and outline plans for 1930

If any member of the First Annual General Conference had pictured a J-M conference five years hence, he might have pictured the enthusiasm and attitude of successful accomplishment manifest in the Second General Conference, held at the Biltmore Hotel, New York City, November 18, 19 and 20. For this conference, in its sincerity of purpose, interest and good fellowship, exceeded all expectations.

More than one hundred and fifty executives of Johns-Manville, from mines, factories, and sales offices all over the United States and Canada, gathered at this three-day session, which was devoted to the presentation and discussion of papers on the Company's policies and products. Activities of the past year were reviewed, and plans were made for renewed, united effort in the year to come.

Typifying the spirit of the conference was the enthusiasm shown in setting the sales goal for 1930 sales. The increase over the goal set at the first annual general conference last year was not arbitrarily fixed at the conference, and yet it showed the confidence of the members in the Company, and their eagerness to increase their efforts to make this hope a reality. This new sales goal is evidence of the support of all members of the sales organization, since it was determined by the total of the estimates furnished by the salesmen of the business possible of securement in their territories.

This sales aim, together with the spirit that prompted it, is a partial fulfillment of the hope expressed by the late President Theodore F. Merseles at the First General Conference. "I have an ambition to build this Company substantially and I ask you to join me in that ambition," he said



The banquet which concluded the conference. At the speakers' table are, left to right, J. S. Carroll, P. A. Andrews, S. A. Williams, J. S. Adams, F. D. Bartow, W. R. Seigle, L. H. Brown, George Whitney, E. M. Voorhees, L. R. Hoff, G. A. Nicol, Jr., and K. R. Dyke.

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ecently, including orders for Nashkote rom the Ohio Bell Telephone Exchange at kron; from the Aronberg-Fried Company or the Harvey Restaurant in the new Cleveand Terminal Building; and from the Midand Bank.

Sanacoustic tile was applied in the wire room and board room of Otis and Company, Cleveland brokers, and Charles A. Otis, President, personally inspected the job and expressed himself as being very well pleased. As this broker's office is visited daily by many prominent business men it is hoped that the installation will lead to many others in Cleveland.

Ask Permission to Use Celite

Last summer the contract for the large high school at Dixon, Illinois, located in the Peoria Sales Office territory of the Chicago District, was awarded to Schaeffer and Olson, general contractors. Celite was not specified for this work, but the contractors had handled it before, knew the advantages of Celite, and asked permission to use it on this job. The architects were unacquainted with the material, but after discussing the matter with the contractors, consented to its use in pouring the concrete for the power house. If it proved satisfactory, they could then use it on the rest of the building. As a result of this test the architects not only consented to the use of Celite in the remainder of the building, but since that time they have specified it for the concrete work on four more schools.

Some Big Business

Paul T. Phillips, Sales Supervisor of the Memphis Sales Office, assisted by S. H. Flannagan, Sales Supervisor of the packing distribution section of the Power Products Distribution Department, Western Division, has succeeded in appointing the J. E. Dilworth Company of Memphis, who also operate a branch office at Vicksburg, as distributors of J-M refractory cements in place of the competitive refractory materials which they have been handling.

Their original stock order consisted of three cars of cement, one solid car of plastic firebrick materials for Memphis and a like quantity for their Vicksburg branch, and a mixed car of 40,000 pounds of Nos. 20, 31 and 32 refractory cements for Memphis.

In addition, the J. E. Dilworth Company gave Messrs. Phillips and Flannagan their list of approximately 2,000 customers for these materials in order that they may receive The Power Specialist.

Celite Breaks Down Competition

Celite-for-concrete or a competitive concrete mixture were specified for the construction of the second unit of the Powerton, Illinois, power plant. Although the latter material sold at a much lower price than Celite, four carloads of Celite for concrete were purchased to start the job.

The order was secured by Chicago District Salesman J. W. George, assisted by T. E. Ventriss, Special Celite-for-concrete Representative.

At J-M Meetings

Ralph C. Harden, Division Sales Manager, J. B. Stevens, Manager, Building Materials Distribution Department, and Fred W. Decker, Manager, Power Products Department, all of the Western Division, held a most successful sales meeting with the salesmen of the New Orleans Sales Office in New Orleans, November 2.

Eighteen men from the Empire Brass Manufacturing Co., Ltd., London, Ont., were present at a meeting held there on October 25. W. S. Radforth, H. Cook, and F. L. Sherry of Johns-Manville attended. Mr. Sherry gave an extended talk on the merits of Improved Asbestocel as well as discussing, in a general way, all of the other J-M insulating products. The moving picture film, "Story of Asbestos" was shown.

The General Sales Manager of Empire Brass tendered a vote of thanks to Johns-Manville for having given them such an interesting and instructive talk and ended up by stating that the majority of their customers asked for and demanded Improved Asbestocel.

At the convention of the Institute of American Meat Packers at the Drake Hotel, Chicago, George E. Hinchliffe, Chicago city salesman, gave a talk on J-M products and showed the film "Story of Asbestos" to about 80 members of the purchasing agents section.

A recent meeting of the Pep and Kick Club, an organization consisting of the employees of the T. S. Goslin Lumber Company, J-M distributors, was an all "Johns-Manville affair." C. L. Hitchner of the Philadelphia District was master of ceremonies and introduced the Johns-Manville Harmony Twins, Charles C. McAnally and George Brown, who not only performed most satisfactorily on the piano and drums but also presided with great dignity over a mock trial.

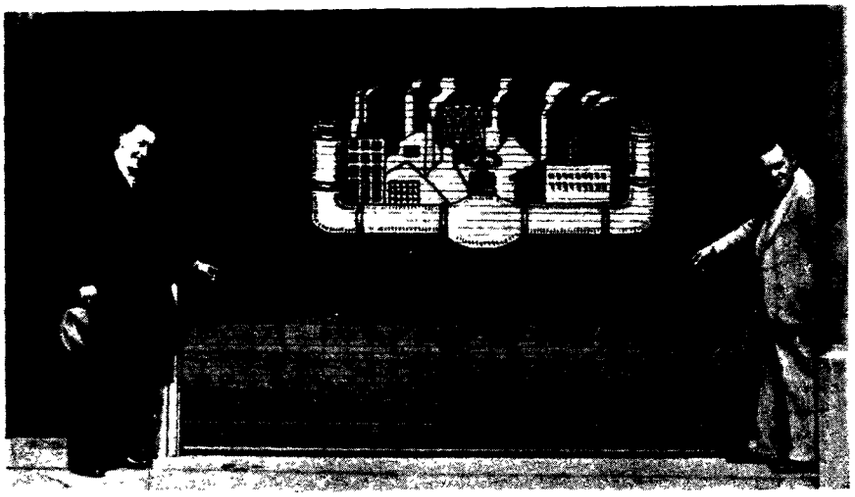
Mr. Hitchner presented three other J-M representatives who gave short talks. They were A. S. Royal of Eastern Division Headquarters; J. O. Boylan, Manager of the Philadelphia District, and Larry Hart, New York.

Johns-Manville's new wall tile made a "hit" with about 120 Rotarians of Manchester, N. H., judging from the questions asked L. E. Cushman, Sales Promotion man at Boston, after he addressed the club recently on the latest additions to the J-M line.

Mr. Cushman had samples of the tile, secured at Nashua Factory, displayed with asbestos products in various stages from the crude to the finished materials. The new tile, and particularly its method of application, became the center of conversation. Mr. Cushman brought out the point that the tile could be applied "like a fuse is inserted into the fuse socket," and could at any time be taken down intact.

The President of the N. H. Lumbermen's Association, one of the Rotarians present, was so impressed that he asked Mr. Cushman to give the same talk and film showing before the annual convention of his association the same week.

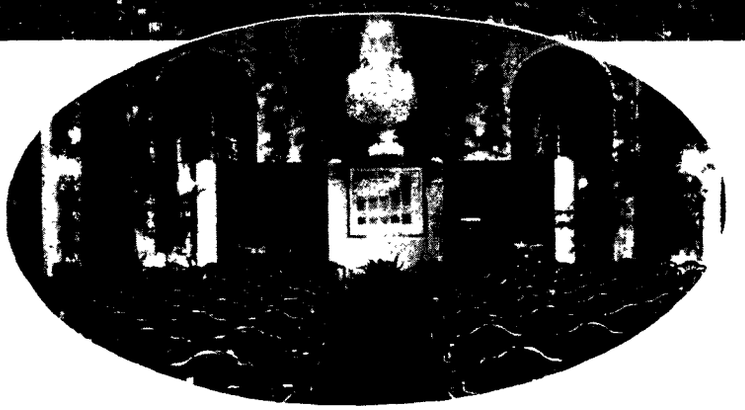
B. P. Carpenter, Sales Promotion field man, Los Angeles District, spent a very successful and interesting week in El Paso, Texas, working with the Southwestern Sash and Door Company, distributors of J-M roofing. While there he conducted a meeting for the Sash and Door Company's employees and local contractors, at which he gave a



J. Sennott Orr and W. W. McDonnell, salesmen in the San Francisco District, are very proud of the advertising on the revolving door at the Bay City Asbestos Company, J-M distributor in Oakland, California. The words "roofing—insulation" appear in large letters under the sketch.

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in his closing address. "Let us together build up the Man Power and the efficiency of this fine old Company, so that its name is a business synonym for stability and quality and service; its organization a model for initiative and capacity, and its profits so satisfactory that each man may find here the business opportunity he seeks."

Practically the entire week was given over to the conference, for after the three days of general meetings, group conferences were held at General Headquarters, when matters brought up at the general sessions were discussed in greater detail by the sections directly concerned.

A break in the business transactions was offered in the evening of the first day, when a theater party was enjoyed by the men. The show selected for the group was "Sweet Adeline," a musical version of life in the "gay nineties." A formal banquet in the Music Room of the Biltmore on Wednesday evening concluded the three-day conference.

President Lewis H. Brown opened the conference on Monday with a fitting address, and acted as chairman throughout the morning session, which was devoted to the Executive, the Factories and Mines, and the Financial Departments. S. A. Williams spoke on the second topic, and papers by H. P. Rankin and J. P. Kottcamp were then discussed. E. M. Voorhees took up the subject of the Financial Department, followed by a discussion of papers by W. T. Guion, E. W. Heurung and T. K. Mial.

Luncheons were held each noon, with the seating arranged so the men met different groups each day.

The afternoon session on Monday was devoted to the Research and Sales Engineering Departments, and the subject of Field Sales Management. L. R. Hoff was chairman, and the three speakers were A. M. Hamblet, E. S. Crosby and P. A. Andrews. The papers discussed were by J. S. Adams, L. A. Baldwin, R. C. Harden, A. S. Elsenbast, G. R. Lewis, F. Shuey and W. H. Fogarty.

Tuesday morning was given over to the problems and plans of the Building Materials Distribution Department, with S. A. Williams as chairman and E. D. Pakenham as the principal speaker. Considerable interest was shown in discussions of the papers by J. B. Stevens, L. C. Hart, W. B. Walter, C. O. Roome, A. L. Gossman, J. M. Taylor and J. O. Boylan.



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The Architectural Service, the Transportation and Government, and the Industrial Departments constituted the program for the afternoon, when E. M. Voorhees presided. F. P. Byington, G. A. Nicol, Jr., and J. S. Carroll handled their respective departments, with the assistance of G. D. Kellogg, G. F. Fairbrass, J. H. Trent, J. A. O'Brien and E. V. Rinehart.

On Wednesday J. S. Adams presided over the morning session, when the Power Products and Automotive Distribution Departments were featured. H. A. Kieselbach and J. T. Spicer spoke on these two topics, and then discussion centered about papers by F. W. Decker, Eugene Dowling, G. V. Dutney, G. E. Grimshaw, G. A. Barker, F. T. Jones, J. H. Olden and G. R. Tierney.

After luncheon President Brown again presided. The Sales Procedure Department, of which A. A. Beckwith is the head, and the Sales Promotion Department were the program. G. W. Esler, Jr., E. W. Rosenberger and G. R. Frankland had prepared papers on the former. Ken R. Dyke's talk on Sales Promotion activities, supplemented by papers by Hal Hallstrom, T. C. Greenwood and E. Nelson, concluded the session.

Conference Displays Shown in Photos on These Pages

A complete picture of the interesting exhibits that lined the music room of the Biltmore, where the General Conference sessions were held, may be obtained by piecing together the five photographs on these pages.

The speaker's platform, shown in the oval, was particularly effective, and the displays of J-M products, side by side around the room, formed a fitting background for the discussion of J-M problems and policies. On the roll of honor in the rear of the room were listed "the million dollar group," which included those items whose individual sales totaled over $1,000,000 *this year.*

The banquet that evening was a memorable occasion. President Brown as toastmaster called upon the following executives and directors: W. R. Seigle, P. A. Andrews, G. A. Nicol, K. R. Dyke, J. S. Carroll, S. A. Williams, E. M. Voorhees, L. R. Hoff, J. S. Adams, Francis D. Bartow and George Whitney.

Mr. Brown's speech will long be remembered by those who were privileged to hear him. Expressing his appreciation of the work done at the conference he said "It is an indication of your sincerity, ability, enthusiasm and determination to make this Company a great success."

He then outlined the definite progress made by Johns-Manville in the past year, mentioning in detail the companies and new products acquired through purchase and contract arrangements. He spoke of the $12,000,000 increase in mining and factory facilities, of the organization of a General Research Department and of the reorganization of the Sales, Accounting and Sales Promotion Departments. He referred to the reduction of $1,250,000 in manufacturing costs through greater efficiency, and cited the increase in sales from $47,-

(*Continued on page* 16)



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Here and *There* in the Field

Carload of Rock Cork Shipped

The Lotz Asbestos Company, approved contractors in Hartford, Conn., and large users of all J-M materials, were the first to order a carload of rock cork after Johns-Manville first started to push the sale of this material.

J. W. Flavin, insulation representative of the Metropolitan District, Eastern Division, endeavored to persuade the Lotz Asbestos Company to use rock cork instead of the vegetable cork they were using. The only thing in the way was the fact that shipment of rock cork could not be made immediately. W. V. Killion, Sales Supervisor at New Haven, and F. H. Emerson, Sales Supervisor of the insulation section, Power Products Distribution Department, Eastern Division, also talked up rock cork with the result that E. W. Heurung, District Sales Manager, finally closed the order and the first car was shipped November 16.

The Lotz Asbestos Company used 90 cars of vegetable cork last year and there is no doubt they will need equally as much rock cork this year.

A New Inducement

Patrons of the six Triangle Restaurants, famed popular priced eating houses in Chicago, were greeted with this announcement of Triangle's newest restaurant: "To relieve the din, Johns-Manville Corporation, celebrated acoustic creators, have installed a ceiling composed of many little squares dotted with tiny holes which not only absorbs every particle of noise but also beautifully synchronizes with the gorgeousness of the restaurant."

Dario L. Toffenetti, head of this chain, had used a competitor's treatment in the furnishing of other restaurants, but the evident cleanliness, efficiency and architectural effectiveness of the Sanacoustic tile convinced him of its superiority.

The Triangle Restaurants are patronized every day, especially at the noon hour, by hundreds of office employees in the "loop," and good acoustical treatment is naturally desirable to provide escape from the unceasing din. That Mr. Toffenetti saw fit to call the attention of his customers to the ceiling of the restaurant indicates how the public is becoming conscious of such architectural features as acoustical treatment.

Roger C. Gleason, Chicago District architectural representative, secured this specification.

Activity Brings Results

Due to intense activity on the part of Harold Reeder of the Cleveland city sales shingle force, The Wickliffe Lumber Company, Wickliffe, Ohio, became interested in the J-M roofing line. The company had been a very good distributor for a competitive brand of roofing for a number of years.

To help the situation further, Mr. Herron and Mr. Reeder arranged a roofing store in Willoughby, and preceded the opening of the roofing store by a meeting of carpenters and contractors. Both the meeting and roofing store were successful and as a result, Mr. Reeder secured from the account an order for a solid carload of rigid asbestos shingles.

In Spite of Competition

In spite of competition from two other manufacturers, L. R. MacAdam, Chicago city salesman, secured an order from the city of Evanston for asphalt planks to floor a bridge over the sanitary canal.

Mr. MacAdam achieved success by interesting the Chief Engineer of the city in asphalt planks. The order consisted of 5,600 square feet of planks.

Keep After Them

Tom Butler of the Southern District recently closed an order for 113 squares of No. 70 mulberry rigid shingles. This order is deserving of special notice as the prospect had been followed for nearly three years.

The sale was made to a lady in Greenville, Alabama, the shingles being used to cover three old colonial houses.

Mr. Butler's success in this instance proves the value of keeping in touch with all prospects until the order is secured.

A Large Celite Order

J. V. Welsh of the oil industry section, Los Angeles District, with the assistance of A. W. Knight, Pacific Division Supervisor for Celite materials, and T. S. Tulien, Los Angeles oil industry section, worked out specifications for insulation with C. F. Braun engineers and secured a $40,000 order for Celite brick, C-3 material, Superex blocks and cement.

The C. F. Braun Company of Alhambra, California, are designing and erecting engineers of "True Vapor Phase" cracking process developed by the Petroleum Conversion Company of New York.



Perseverance results in success for J. V. Welsh and T. S. Tulien of the Los Angeles District as shown by a $40,000 order for insulating materials.

The extreme high temperatures and expansion of brick work in hot blast stoves and reaction chambers presented a very difficult problem, but Messrs. Welsh and Knight worked out the specifications to the satisfaction of the engineers.

A New Step for Service

The first airplane of the newly inaugurated mail service between the Argentine and the United States carried a letter from Max W. Boley of Buenos Aires to C. A. Girvin, Sales Manager of the Foreign Division. This letter arrived in 11 days instead of the usual two or three weeks, being received in the New York Office on October 23. The letter follows:



J-M asphalt shingles were featured in the float entered in the Swanton, Ohio, Corn Festival parade by The Gordon Lumber Company. This float won a prize for its originality and sales promotion possibilities. The proceeds from this annual affair have provided a fine city park.

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Getting Good Live Prospects *at County Fairs*



How R. D. Bonnell used a "dog house de luxe" to show the difference between one J-M shingle and a roof

WHEN people *see* things, they buy, says R. D. Bonnell, Western Division salesman. And when they see a group of asbestos shingles applied on a roof they are more likely to buy than if they see only one individual shingle.

That's why Mr. Bonnell built a large size "dog house" and took it with him to a number of middle western county fairs. He tells the story this way:

"I built the dog house because a lot of people can see an individual asbestos shingle but can't see the shingles on the roof. People can be sold from talk, but the large majority are sold from actual sight and feeling. You find that the majority of purchasers today are women and they are demanding color.

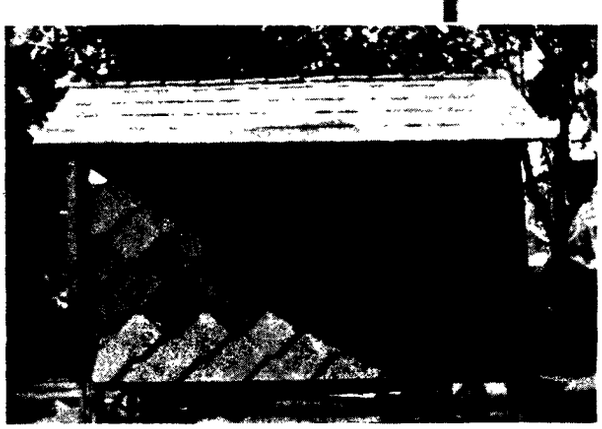
"In making the dog house I tried to get combinations that would appeal to both men and women. On one side I used three rows each of the rough texture No. 70 green, red and duplex, and on the other side No. 40 Dutch lap in variegated colors.

"On the roof above the Dutch lap I applied No. 5 in mottled colors and in colorblende, red and grays. On the other side I used No. 40 Dutch lap in two different combinations, one tending to mulberry and the other to green. One end was completely covered with Cotswold and Cornwall, while the other had a surface of flat Transite.

"Asphalt shingles were displayed on the inside. Red, green and blue-black hexagonals covered one wall, and the three blends and four-in-one shingles covered the other. One end was taken up with red, green and blue-black roll roofing, pilot and planet roofing, and the other with Type A, B and C house insulation. One-half of the ceiling showed Sanacoustic tile and one-half, insulating board. The floor was covered with asphalt tile flooring in the various colors and patterns.







At left, the exterior of Mr. Bonnell's "dog house," covered with No. 70 shingles; above, one corner of the interior, showing hexagonals and house insulation; above, right, the front and side covered with Dutch lap in different colors.

"The results obtained were very satisfactory. Displaying the 'dog house' at six fairs brought orders for four and one-half cars of shingles. several good prospects for home insulation, two prospects for asphalt tile flooring, and an order from the Decatur Light and Power Company for Transite. In all, we secured at least 150 good live prospects."

While traveling through Decatur, Illinois, Mr. Bonnell parked his dog house at the curb and passed out circulars and discussed J-M shingles with interested persons. This not only resulted in several inquiries, but in one order for No. 70 duplex and accessories.

Mr. Bonnell is in the above picture with his "dog house" trailer.

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Locomotive Crashes into Plant Building, Fatally Injuring One Employee

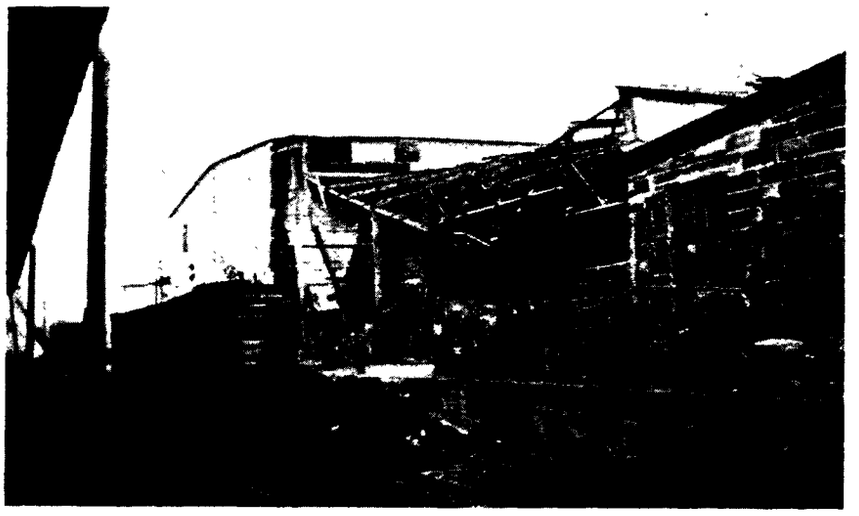
CLYDE THRAWL, an employee of the Rock Cork Department at Alexandria Factory, was killed, and two employees of the Finishing Department were slightly injured when a locomotive crashed through the wall of one of the factory buildings on October 8. The accident occurred when a freight train of the Nickel Plate railroad ran through an open switch and collided with a switch train in the factory yard.

It was approximately 10:30 a. m. and the regular switch crew was on track No. 2 at Plant No. 2 for the purpose of placing cars. When the switch engine left the main line the switch was left open. An eastbound through freight, known as No. 66, ran into the open switch and came into the factory yard at a speed estimated at 35 to 45 miles an hour.

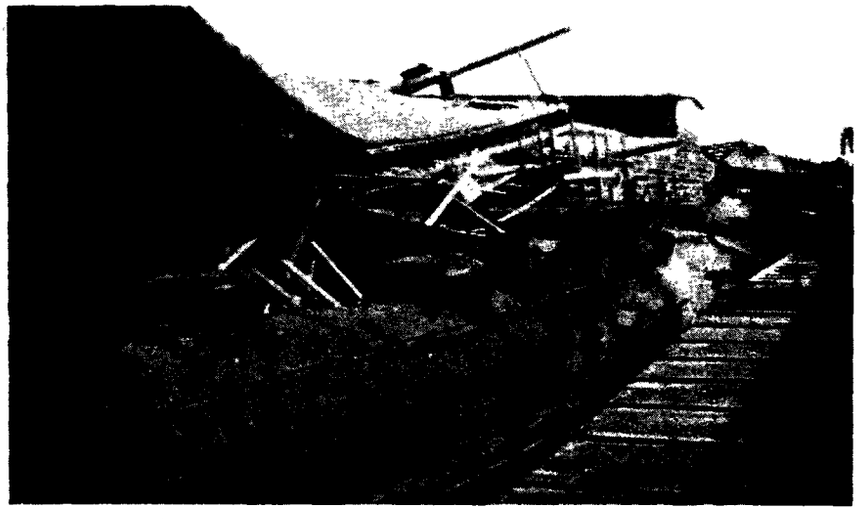
As the freight was drawing 79 loaded cars or 3,250 tons of freight, the engineer was unable to bring it to a stop. Consequently the two locomotives met head on and the switch engine with the tender and four cars were pushed a distance of approximately 150 feet. The rear car of the switch train was driven over the concrete dock into the Finishing Department, wrecking the planer of the finishing machine. The tender and first car of the switch train buckled from the impact and were thrown northward through the south wall of the process room, completely destroying the wall and bay for a distance of 100 feet.

Clyde Thrawl, an employee engaged in the Rock Cork Department, was caught beneath the process room wreckage and fatally injured. He was rushed to a hospital at Anderson but died shortly before noon. Tom Lewis and Noble Parish, who were employed in the Finishing Department, were slightly injured.

Mr. Thrawl carried group insurance and full payment under his policy was made within 24 hours after the accident occurred.



Where one of the freight cars plunged into the factory building.



The locomotives crashed head on, as this photograph plainly shows.

Pittsburg Employees Given Training in First Aid Work

During the latter part of October the U. S. Bureau of Mines, working in conjunction with the Safety Department of the Columbia Steel Corporation of Pittsburg, California, started training the Columbia employees in first-aid work. The course consists of five two-hour lessons and the employees attend for five consecutive nights, a new class starting each Monday evening.

Johns-Manville, being a mineral producer, approached the Bureau of Mines representative with a view to having some of the Pittsburg employees receive the same training. Emory Smith, Bureau representative, and Mr. Spitzer, Safety Engineer for the Columbia Steel Corporation, very promptly offered to give the lessons to some of the J-M employees during one of the training weeks. Johns-Manville appointed two or three men from each department and 19 employees reported for the first lesson Monday, November 4.

Until a decision is rendered by the Division Chief of the Bureau as to whether or not the J-M employees are entitled to certificates attesting to their first-aid ability, this matter will have to be left open. However, the men are eager to attend the classes as they will receive the benefit of the training even though certificates are not forthcoming.

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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

XIV. W. R. Transite for Lumber Dry Kiln Ducts

By F. E. MICHEL, *Staff Engineer, Paper and Lumber Industry Section*

INITIAL sales totaling 225,000 square feet—nearly 24 carloads—to four prominent concerns in the woodworking industry indicate the solid entrenchment of a new use for W. R. Transite.



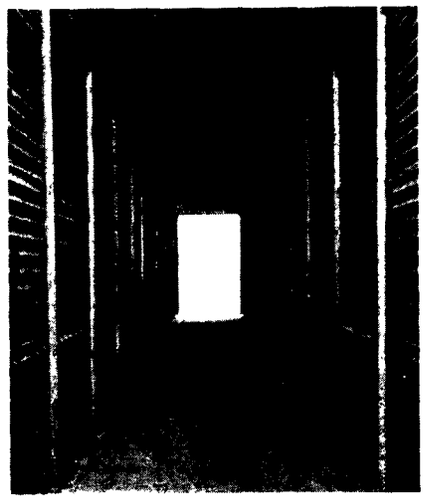
Perforated diffusion plates of W. R. Transite in the course of erection at the Sterling Wood Products Company in Tennessee.

With the growing demand for the fan or forced circulation system of lumber drying, practically all of the leading equipment companies, who formerly sold only natural ventilation kilns, have come out with a fan type kiln. Important in the successful design of such a kiln are air ducts and distributing and baffle plates, and for these parts W. R. Transite has been found an ideal material. Fireproof, structurally rugged, easy to handle, speedy of erection and maintenance free, it is already being specified or purchased direct by four of the largest dry kiln system companies for incorporation with their equipment.

Many manufactured and basic materials, including sheet copper and concrete, have been experimented with, but as a natural sequence to the success of W. R. Transite in the J-M insulated dry kiln housing, this J-M product is fast becoming looked upon as standard for best and most economical duct construction.

For those of us unfamiliar with the necessity for and modern methods of preparing lumber before it is suitable for manufacturing uses, a brief description will suffice to picture the severity of the conditions which the apparatus in the kiln, as well as the kiln housing, must withstand.

A forest growth, ripe for cutting, is "standing timber." Cut, it becomes "logs", and these in turn emerge from the saw mill as "lumber", roughly dimensioned in sizes previously specified. In this stage it may contain, dependent on its specie, locality and conditions of growth, from 40 per cent to 125 per cent of its own weight in moisture, which is unequally distributed throughout its structure. It is referred to as lumber "green from the saw."



Completed installation in one compartment of the battery of 10 kilns in which 60,000 square feet of Transite were installed.

First equalizing and then reducing this moisture content to prevent shrinking and warping of the lumber in use, as well as excessive waste in working, is one of the most important phases of wood utilization. It is also essential in order to reduce shipping weight.

To speed production and obviate extensive stacking areas, slow, open-air drying has been replaced by the artificial or dry kiln method. A sealable enclosure, air circulation means, steam and automatic control instruments are employed to create a drying atmosphere that must be systematically varied throughout a drying period which may require from five days to a month or more. The kiln in effect becomes a steam chest, as well as dry room, and in addition to temperatures up to 200° F., the moisture evaporated contains wood acids highly destructive to all exposed equipment and materials.



Finished interior of J-M insulated dry kiln housing showing W. R. flat Transite flues at a Michigan Manufacturing Company.

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Asbestos ridge roll adds a colorful note to J-M white top roofing.

J-M Distributor Develops New Use for Ridge Roll

The Southwestern Sash & Door Co., Johns-Manville distributors and applying contractors in El Paso, Texas, have developed a novel idea for the use of asbestos ridge roll.

There are a great many houses in this territory that are being re-roofed over the old wood shingles with white top roofing. In order to break the monotony of this white roofing the ridges and hips are being trimmed with green or red ridge roll. This tends to set off the roof and makes a much more attractive job.

Transite Finds a New Use in "Miracle" Production

When speaking of unusual uses to which J-M products are put, a recent order secured by R. H. Mistele of the Milwaukee Sales Office, Chicago District, discloses a most unusual one for flat Transite wood.

The "*Miracle*," the theatrical production which has been playing the larger cities for the past several years, was scheduled in Milwaukee recently. The scenic part of the show is of considerable importance and the producers do not shrink at expense to secure the desired effect.

To represent a walk of the ancient flagstone style, Transite asbestos wood, one-eighth inch in thickness, was laid flat in the full size sheets, and then trampled upon and broken up in jagged fashion so as to present a rugged appearance.

A more novel use for Transite could not be found, even though the material is purchased to be intentionally destroyed. The only undesirable feature was that there was, of course, no repeat business.

Ex-Service Men Urged to File Claims Before January 2

EX-SERVICE men have until January 2, 1930, to get their claims for adjusted compensation fixed up, and J. E. Landers of Waukegan Factory is urging that any who have neglected to file their claims do so at once.

"Figures recently published by the War Department show some 800,000 service men have neglected to file their claims for the adjusted compensation that is theirs for the asking," says Mr. Landers, who is an active member of Sharvin Post No. 392, American Legion.

"At the time the federal bonus agitation was raging in Washington, authorities said that approximately 4,500,000 men were entitled to participate and recent figures show that only about 3,600,000 have filed claims with the War Department.

"You only have until January 2, so go to any American Legion Post and get your claim fixed up.

"As there are hundreds of men who served in the World War and are not members of the 'American Legion' or 'Vets of Foreign Wars', the thought came to me that many of the ex-service men in Johns-Manville who are not members of the above organizations may not know just what they are entitled to in the way of war bonus, Government insurance, and above all, hospitalization, which every ex-service man is entitled to free of cost.

"To reach these men I have prepared the following brief outline of what is offered to the veteran of the World War in the way of reinstating his war risk insurance:

"One of the many changes made in the World War Veteran's Act, as recently amended, permits a veteran to make application for the U. S. Government (converted) insurance up to the maximum of $10,000 in any multiple of $500 and not less than $1,000, provided the applicant is in good health and furnishes satisfactory evidence to the Director of the Veterans Bureau to that effect. This is true whether he carried insurance during the war or not.

"The following seven plans of policies are now being issued by the Government at the rate listed per month on $1,000 at the ages of 35 and 40:

	35	40
Ordinary Life Policy.....	$1.70	$2.01
Twenty Payment Life.....	2.33	2.62
Thirty Payment Life.....	1.90	2.17
Twenty Year Endowment...	3.41	3.51
Thirty Year Endowment....	2.24	2.41
Endowment at 62.....	2.48	3.18
Five Years Convertible Terms	.76	.84

"Premiums as noted above may be paid monthly if preferred. As with old line insurance companies, payments may also be made quarterly, semi-annually or annually, with proportionate saving.

"There are no restrictions or increased rates on Government policies in considering residence, occupation, travel, or service.

"On new forms of insurance you may designate any person, firm, corporation or legal entity as beneficiary.

"There are three optional forms of settlement: payable in one sum; payable in designated installments; or payable in installments for balance of life.

"A free physical examination will be made at any regional office of the Veterans Bureau, or at any one of the many Veterans Bureau Hospitals. If preferred, examination may also be secured at the expense of the applicant from any reputable physician licensed to practice medicine.

"Any veteran interested in further details may secure information from the Adjutants of any American Legion Posts in the country."

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THE J-M CIRCLE

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Published for and about the employees of

JOHNS-MANVILLE CORPORATION

Editorial Office:
292 Madison Avenue, New York City

Merry Christmas!

Just about the time we see in the stores the first evidences that the Christmas holidays are approaching —when gayly decorated boxes lure the seasoned shopper, when bits of tinsel and holly and red ribbons harmonize into a Yuletide background, and when signs everywhere admonish you to "Do Your Christmas Shopping Early"—just about that time we begin to rack our brains on the matter of gifts, and we decide we're going to make them more original than the stockings and neckties and handkerchiefs we distributed to our friends and relatives last year.

Then the Christmas cards, with the suddenness of a Jack-in-the-box, appear on all the counters, and we look at them hopefully, trusting they'll be different this year. We even consider designing our own, but decide that one design, if it is really clever and personal, might not be suitable for all our friends.

So we look them over. We select a few here and a couple of others there, and we buy boxed selections of a dozen or more. If we spent enough time on this part of our Christmas shopping we might find a sentiment particularly suited to each person on our list. But we get jostled about in our search, and we begin to find the simpler sentiments appeal to us most. We select some surprisingly attractive cards with nothing but "Merry Christmas" on them, and the more we think about those two words the more we like them. They're sincere, they're unpretentious, they don't put the emphasis on our own personality. They've been used and understood for ages—in all languages—and they've never, like clever expressions of the moment, worn themselves out.

It's because we like the sentiment of these words so well—because we know they will convey a real holiday greeting to every member of the J-M family at home and abroad, that the J-M Circle expresses them now, with the addition of a phrase equally sincere:

"A very Merry Christmas and a Happy New Year to you all!"

Check Yourself!

When Printers' Ink published "100 Checking Points for Advertising Salesmen," by M. L. Wilson, the pithy, epigrammatic remarks met with immediate response. With few exceptions these are applicable to the J-M salesmen, so, feeling the men might like the opportunity to look them over, the J-M Circle will serially publish the "checking points" on this page.

1. Business is a great game. You have chosen the branch in which you will play and you *have* to play it—necessity says you must. Are you playing it fair, playing it hard and playing it well? Unless you are you won't get your full reward.

2. Have you the fresh outlook of youth? It means this: Youth abhors lost motion, meaningless routine, standing still; is ever looking for fresh fields to conquer. If you haven't this outlook—no use reading farther.

3. Are you in a rut? Have you got to a certain point and feel pretty well satisfied with yourself, thank you? Are you safe in the thought that no one else can do what you are doing? Look out! "The Goblins will get you!" The oncoming generation is pressing hard.

4. Your profession calls for broad equipment. What are you doing to make yourself a fine man: a. by study, b. by association, c. by accomplishment?

5. How hard do you work? "Keeping everlastingly at it brings success," hits the nail absolutely on the head.

6. When Babe Ruth swats the ball for a home run he has *punch*. Have you a real punch back of your every effort or are you just mumble-puppying along?

7. As you work, what kind of personality are you reflecting—a. shifty and uncertain, b. grasping and selfish, c. fair and generous? It is important that you know.

8. The work we have to do is difficult and often discouraging. Nothing but a constant flow of constructive enthusiasm can make the effort worth while. Are you enthusiastic?

9. Are you a leader, a driver or a follower? Most of us can drive, any one can follow, but to lead requires something more than ordinary equipment.

10. Do you know what you have to sell—coming—going—from the out, in and from the in, out—better than your chief, better than your competitor, better than any agent?

What Do You Know About This Business?

(*For the answers turn to page* 24)

21. What is asbestos?

22. What are the advantages of asbestos products?

23. What are the differences between the Canadian, the Arizona, and the African asbestos fibre.

24. How is the Canadian asbestos obtained?

25. How is the Arizona asbestos obtained?

26. What is diatomaceous earth?

27. How is it obtained?

28. Why is it so valuable for insulation and filtration purposes?

29. What use is made of silicate rock?

30. What are the special properties of magnesia that make it a desirable base for certain products?

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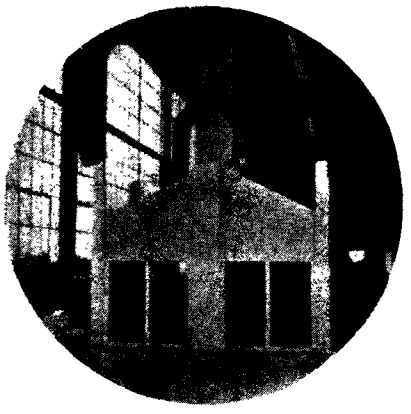
Educational Class Adds Two to Membership

THE addition of F. Sanborn, Cleveland territory sales clerk, and J. R. Cutter, special representative, Automotive Department, Central Division, to the membership of the Cleveland educational plan class brings the total membership to 42.

The course, which is designed to help men in the J-M organization prepare themselves for more responsible positions, was put in effect September 7 when the first lecture was given on J-M commodities, their manufacture and sale. The average attendance has remained above 90 percent and the enthusiasm shown by the students and lecturers, alike, holds great promise for future experiments of this nature in other divisions.

A Large Order for Moulds

Nashua Factory has just received a large order from the Colts Patent Fire Arms Company for Moulded Ebony and Moulded Electrobestos "X". This is the largest single order ever received for moulds.



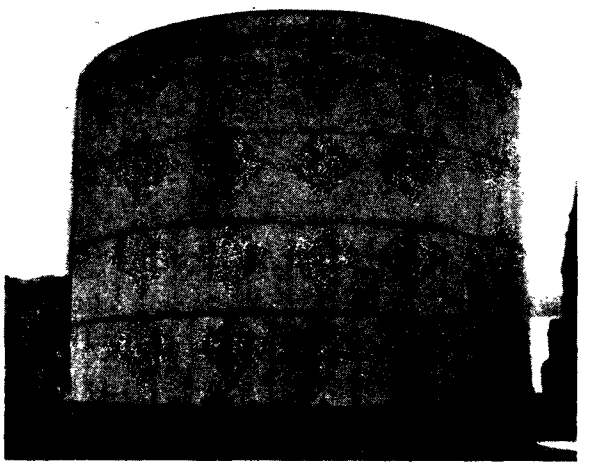
A Transite chemical fume hood made by the Waukegan Asbestos Wood Department for the Missouri Pacific Railroad at St. Louis.

Automotive Products Stocked

Pittsburg Factory is now to stock all automotive products for the Pacific Coast trade, which means carrying a stock approximately four times the size previously carried. This made it necessary to find more room. Accordingly, between October 15 and November 1, the brake lining storage bins were moved from No. 3 building to No. 1 building.

Up to this time brake linings, clutch facings and other automotive products had been under the control of the Shipping Department, but since the move, C. H. Ward, who is in charge of Nos. 1 and 2 buildings, has taken it over.

A new machine for branding blank brake lining has been constructed in the shop and is now in operation in addition to the equipment built several months ago for handling moulded sets for trucks and special sizes.



This 500,000 gallon oil storage tank at the roofing plant, Waukegan Factory, is insulated with rock wool and rock cork and lagged with one-quarter inch Transite. The work was done by the Erection and Repair Department.

Asphalt Planking Shipped

Shipment of the first carload of an order for 170 tons of asphalt planking, the largest order to date, was made from Cincinnati Factory on November 13. The shipment went to Kansas City, Kansas, on an order secured by the St. Louis Office.

Carload Shipments Large

The Asbestos Factory is running up to capacity in most lines of manufactured goods. During the month of October, 135 carloads of miscellaneous products were shipped. About 120 tons of asbestos roofing felt are exported to England monthly.

Farewell Luncheon Held

In the appointment effective November 1 of H. C. Berlin as General Staff Manager of the acoustical section at General Headquarters, the West has again relinquished a mighty good man to the East.

Mr. Berlin joined the Chicago District as district representative on acoustical work on April 1 last, following the acquisition of the Burgess Laboratories. Yet in this short space of time he not only established an enviable record of notable achievements which led to his promotion, but so endeared himself to his associates that 25 of them gave him a farewell-testimonial luncheon at the Congress Hotel on October 25, at which W. H. Fogarty, Sales Manager, Chicago District, presided and presented Mr. Berlin with a beautiful tea set of pewter.

New Equipment at Asbestos

The Mine and Railway Departments have recently received some welcome additions to their operating equipment, including a Marion Model 4160 electric shovel, a Thew "Lorain" Model 75-A gasoline shovel, a Nordberg track shifting machine, and 15 Differential steel dump cars, having a capacity of 45 tons each. The first three items are the second of their type on the job. All are now in operation and will assist in the modernization program now under way.

Pittsburg Shipments Growing

During the entire year 1928, Pittsburg Factory shipped 713 carloads of manufactured materials, while in the first 10 months of 1929, a total of 1,073 carloads have been shipped.

Raw materials used have shown a big increase, 171 carloads having been received in October, 1929, as compared with 124 in October a year ago.

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President Lewis H. Brown Appointed Member of First Official Noise Commission

President Lewis H. Brown has been appointed chairman of the first official Noise Commission organized by Health Commissioner Wynne of New York City to help solve the problem of fighting the city's din.

The Commission is a small group of men eminent in some field associated with the problem of noise. It will have available for its work the facilities of the Health Department and some of the best laboratories in the country.

In his letter to members of the Commission Dr. Wynne cited the need for the alleviation of noises such as loud speakers, brake screeching, auto klaxons, riveting and turnstiles in the subways.

Celebrates 70th Birthday

E. F. Keen, Boston District old-timer, who has been with the Company over 48 years, celebrated his seventieth birthday on November 19.

"Pop" Keen certainly does not look his three-score-and-ten years, as he goes about his daily duties at the Boston Office, where he is retail salesman, keeps the stock records, and acts as superintendent of the building.

Another "Largest" Order

On page 5 of the October issue of the Circle there was an article stating that the largest individual rigid shingle order had been placed at Waukegan Factory for No. 5 mottled gray tapered shingles. Pittsburg Factory now claims the distinction of having received the largest order on record for No. 5 tapered autumn copper shingles—171,600.

These shingles are to be applied to the buildings of the new U. S. Naval Ammunition Depot at Hawthorne, Nevada. The first carload was shipped on October 23.

And Still Another!

The largest single order for plastic cement ever received by Pittsburg Factory was placed early in October by Los Angeles District. It included 304,500 pounds of No. 20 plastic refractory cement for the Standard Oil Company at El Segundo, California.

Another large order was received in October from San Francisco District for 24 tons of Insulkote for the Shell Oil Company at Martinez, California.

Joseph Onka Elected Mayor of Manville

Joseph Onka was elected Mayor of the Borough of Manville, N. J., at the general election November 5. He succeeds Gus Boesel, Superintendent of the Magnesia Plant of the Manville Factory, who had the honor of being the first Mayor of Manville.



JOSEPH ONKA

At the same time Adam Fucillo, a former J-M employee, was elected assessor for a term of three years.

Mr. Onka has been a resident of Manville for the past ten years, having owned and operated a butcher and grocery store for the greater part of that time. He was born in Poland, October 24, 1892, and after completing his elementary and high school education there, came to the United States.

Mr. Onka settled in Bayonne, N. J., where he lived for 10 years, working in butcher and grocery establishments. He later lived in Jersey City, where he purchased a market. After a trip to his birthplace in 1925, he decided to take up undertaking and embalming. He soon became connected with William J. DeMond and Son of Somerville and Bound Brook.

Mr. Onka was instrumental in organizing the Manville National Bank, and has held numerous positions of responsibility in the Borough. He is married and has three children.

Mr. Fucillo was born in Brooklyn, New York, in 1892. He began work with the old Johns-Manville Company at 39th Street, Brooklyn, in 1908, and worked in various departments of the plant until the factory was moved to Manville in 1913. He remained at Manville until 1922, when he resigned to establish a bus line between the Manville Factory and the Public Service Trolley Station at Finderne. He sold out his route to the Public Service Company about a year later and was made custodian of the school buildings of what is now the Borough of Manville. At the present time he holds that position and is in addition truant officer and tax assessor.

Mr. Fucillo is married and has three children. He has a brother, Frank Fucillo, who is in charge of the Tabulating Department, Eastern Division, and who was formerly located at the Manville Factory.

Mr. Fucillo is a very high type of man and Manville Factory regrets that his being called to public life has taken him out of the Johns-Manville service. He is one of the best known and best liked citizens of Manville. He speaks Italian and Polish and has some knowledge of the various other languages spoken in the Borough.

Progress at Lompoc

Work is progressing rapidly on the electrification of the industrial railway transportation lines at Lompoc Factory. This new system replaces the mule train formerly used in underground transportation.

The man that gets ahead is the man who realizes how little he knows, compared with what there is to know.
—*Railway Life.*

Men need to be able to boss themselves in order to direct the efforts of others successfully.—*Clipped.*

Napoleon was not above asking information from one of his old soldiers.—*Exchange.*

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The J-M Factory Circle

No. 4 December, 1929 Gretna Edition

GRETNA FACTORY IS NEAR NEW ORLEANS

Location on Mississippi Insures Facilities for Shipping

If one always associates the name of New Orleans with Gretna, he will have no difficulty in remembering where Johns-Manville's southern factory is located, for Gretna, Louisiana, is just across the river from historic New Orleans. This busy little manufacturing community, with its population of approximately 8,000, is on the west bank of the Mississippi, only a 30-minute ride by ferry and trolley to the heart of the big city across the way.

Rail and water facilities for shipping J-M shingles are ideal. The town is located on the main lines of the Southern Pacific, Texas and Pacific and the Missouri-Pacific Railroads, and these lines have direct connections with all lines out of New Orleans to the north and east. As Gretna is opposite the Port of Orleans, shipment can be handled in switch move to all steamships going to foreign and intercoastal ports, as well as to steamboats plying the Mississippi River.

The southern climate is mild, permitting outside work and sports the year round. The winters are pleasant, for the temperature rarely goes below the freezing point. Flowers bloom and vegetation is green throughout the year.

The surrounding country is level, and there are numerous streams, lakes and woods within a short distance of the Factory. These offer opportunities for year-round fishing and hunting, and many of the J-M men indulge in these outdoor sports.



The office force at Gretna Factory. From left to right: W. E. Hunter, Accountant; E. Kennedy, Bookkeeper; S. Stumph, Stenographer; E. Belsom, Assistant Superintendent; R. B. Murphy, Superintendent; J. G. Vincent, Office Manager; C. C. Gaiennie, Order Department.

FIRE DRILLS HELD

The Plant Fire Department has a real Fire Chief, Captain R. B. Hock, who is also Captain of the Gretna Volunteer Fire Department, the oldest organized Fire Department in the United States, having had continuous service since 1841. He is assisted by V. Trauth, Captain of the front end of the building, and N. G. Curtis, Captain of the back end.

On Saturday, October 5, when Fire Chief Hock conducted a fire drill, the honor of first having water went to Captain Trauth, who was ready to put out the imaginary fire in two minutes. Captain Curtis wants his revenge and is waiting to do the job in a half a minute.

AWARDS ARE MADE

Two employees of the Gretna Factory have received suggestion awards of $25. A. Boudreaux, was the first to receive a $25 award, and L. Gros was the second. Up to the middle of October the Suggestion Committee had received a total of 118 suggestions, and of these 30 were accepted.

GRETNA OPERATING SINCE MARCH, 1925

Asbestos Shingles Only J-M Product Made in the South

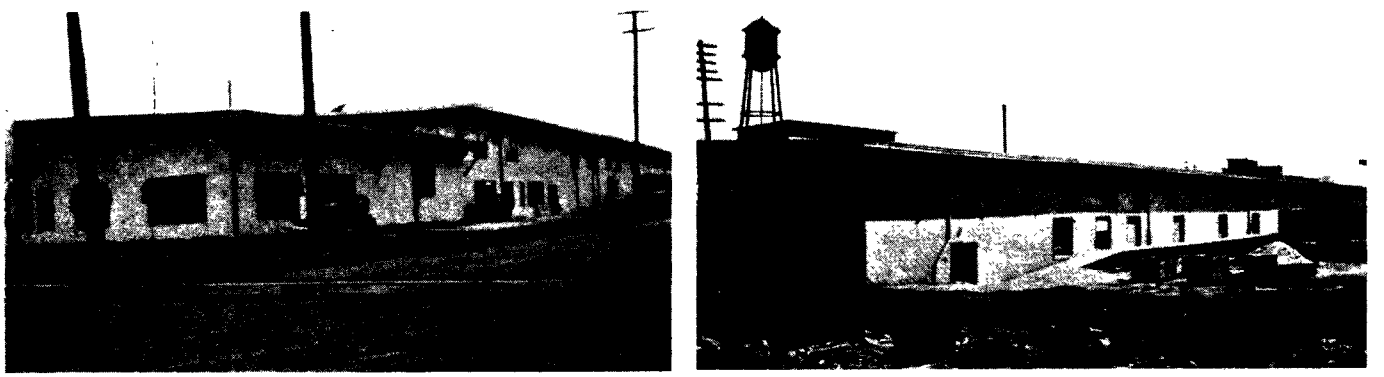
The Gretna Factory was originally a Cotton Seed Cake and Fertilizer warehouse built about 40 years before it was taken over by the Johns-Manville Corporation.

The work of remodeling started in January, 1925, under the supervision of P. A. Andrews, who is now assistant to the Vice President in charge of Sales, and the old wooden structure, 100 by 500 feet in size, was converted into a modern shingle plant. In December, 1928, an addition 80 by 100 feet was constructed to take care of increased business. This wooden building, which contains approximately 58,000 square feet of floor space, is shingled on the outside with Gretna Factory's first run of No. 70 gray shingles.

C. R. Wikel of the Waukegan Factory was put in charge of factory operations. He was assisted by R. B. Murphy, General Foreman, T. Schleuter, Master Mechanic, and N. G. Curtis, Foreman, all from the Waukegan Plant.

Production of shingles began on March 25, 1925, and the first shipment was made less than six weeks later. Mr. Wikel was transferred to Waukegan on July 1, 1929, and R. B. Murphy succeeded him as Superintendent.

The only product manufactured at Gretna is asbestos shingles, and these are shipped via rail and



J-M shingles on the sides of the Gretna Factory advertise it as a shingle plant. At left is a view of the front of the building, with the office in the corner, and at right is a rear view, photographed from the Mississippi River levee.

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water to the southern states of Louisiana, Texas, Arkansas, Oklahoma, Mississippi, Alabama, Georgia and Florida. Shingles are also exported from Gretna to Mexico and South America. Approximately 1,000 carloads of shingles are shipped, and 550 carloads of raw materials are received annually.



Gretna's "Old-Timers": J. G. Vincent, 13 years; R. B. Murphy, 10 years; N. Curtis, 14 years.

The office force at the factory numbers seven. and 70 men are employed in the manufacture of shingles.

Most of the Gretna employees are French. Many of them live near the plant, and some of them are so close that they can go home for lunch, even though the lunch period is only one-half hour. The majority of the workers, however, either bring their lunch or have it brought to them from their homes, while a few patronize a near-by restaurant.



The Safety Committee for October: J. G. Vincent, Secretary; E. Belsom, Chairman; and R. Hock, Inspector.

SAFETY STRESSED BY FACTORY HEAD

One of the things stressed by Superintendent Murphy as most important is Safety for employees.

The Safety Committee consists of three members: a Chairman, Secretary, and an Inspector who is appointed monthly from the Mechanical Department. These men meet once a month to go over previous records and to discuss anything they know of that should be corrected.

The necessity of reporting to the Inspector and the Foreman anything that they see that requires attention is impressed upon each member. The correction is immediately taken care of and this, the Factory believes, is the real reason for the success of its Safety plan. The accident record from January to September, 1929, shows eight accidents with 44 days time lost. In that period the Factory operated four months w no accidents, two months w one accident but no time lost, one month with two accide and no time lost.

The accident record shows t the Punch and Ridge Roll Dep ments had no accidents; the Ma facturing Department three a dents with one day lost;



The tallest and the shortest of Gretna employees: L. Wau pack, left, and C. Vegas.

Machine Repair Department accidents with no lost time; the Shipping Department accidents with 43 days lost. Th was one miscellaneous acci with no lost time.

The two accidents in the S ping Department were foot t ble, one caused by a bundle



At left, the Gretna Suggestion Committee: Nick Curtis, J. G. Vincent, E. Belsom and J. Gonzales. Center: A. Boudreaux, who received the $25 suggstion award made at the Factory. At right: those who had received awards for suggestions up to the middle of October. Standi left to right, D. Adams, L. H. Delaune, C. J. Barras, W. Favaloro, E. Arcement, A. Boudreaux, R. Hock. Front row, E. Boudreaux, F. All S. Trombatore, G. Niedermier, and L. Gros.

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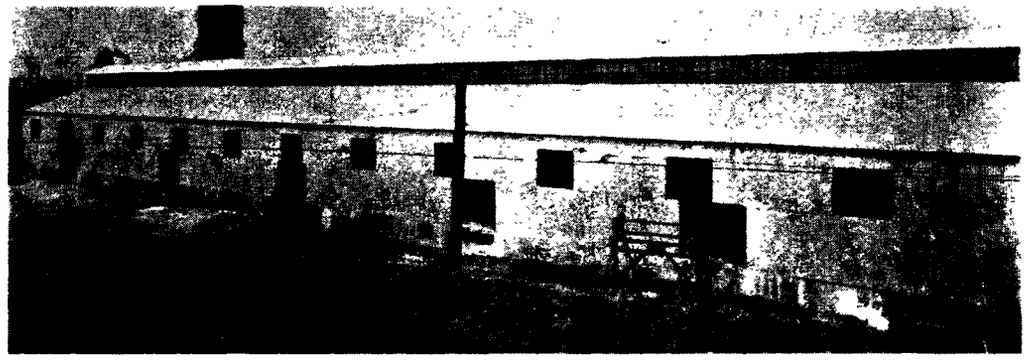
Shingles dropping on a man's toes, and the other by a loading platform dropping on another workman's toes.

GRETNA MEN LOYAL

Among the 70 employees in the Gretna Factory there are 20 men who have been employed since construction of the plant in 1925, and about 75 percent who have had more than three years of service.

N. G. Curtis, Foreman of the Wet End, holds the service record, having been with the Company for 14 years. He was transferred from Waukegan in 1925.

Joseph G. Vincent, Office Manager, has been with Johns-Manville for 13 years, having been employed at the New Orleans Sales Office before his transfer to the factory in 1925.



The exterior of the new warehouse at the Weaver-Henry Factory in Los Angeles.

R. B. Murphy, Superintendent, who also came from Waukegan in 1925, has been in the Company's service for 10 years. Mr. Murphy was at one time employed at the Asbestos, Quebec, Factory.

Weaver-Henry Plant Enlarged

New Warehouse Another Milestone in History of Los Angeles Factory

The new all-steel warehouse recently completed at the Weaver-Henry Factory in Los Angeles is just another step in the general growth of this roofing company, which became a part of the Johns-Manville organization last spring.

The warehouse, which is 100 feet by 260 feet, and which is modern in every respect, is the first addition made to the plant in some time. The company's beginning dates back to 1910, when it was started by Sylvester L. Weaver, the present head of the Weaver-Henry Corporation.

On May 24 of that year, Mr. Weaver decided to give up his position as Sales Manager and part owner of the Los Angeles District sales office of a Pacific Coast roofing manufacturer in order to establish the Weaver Roof Company. He took a small office in a Broadway Building, and, as he proposed to conduct his own sales, he needed an office boy immediately. W. B. Koehler did not hesitate to accept the position offered by Mr. Weaver, and now after nearly 20 years of loyalty and close application to all phases of the business, he enjoys his present position of Sales Manager of the Weaver-Henry District of the Pacific Division.

The Weaver Roof Company was primarily a roof contracting concern, and with the signing of their first contract on the very day of inception of the new company, it became necessary to employ a roof foreman. William Gaston responded to this call, and he, too, is still on the payroll of the present corporation.

Drastic economic measures were adopted in those early days. Pins were imported from home for office use; scratch pads consisted of the slitted envelopes salvaged from the morning mail; and what little inventory stock they possessed rested in a public warehouse and was counted daily to insure against loss of any kind.

As the years passed, a genuine departmental organization was developed and constant expansion was noted. From a contracting organization the company developed to selling and serving trade accounts, notwithstanding the fact that every bit of merchandise was purchased from other manufacturers. It was about 1915 when the first small plant was built.

Each successive annual dinner disclosed a steady and substantial growth. At the peak of the contract seasons the payroll included nearly 100 roofers alone, which in itself represents a very respectable business.

During the war years of 1917 and 1918, Mr. Weaver gave of his time to various phases of war work, especially the War Industries Board, while Mr. Koehler and two-thirds of the employees enlisted and served throughout the war. The business bumped along during those two years, losing much head-way, but Mr. Weaver felt that there would be no use in owning a business if the war were lost and if it were won there would be plenty of time to build it up again.

Following the war, R. M. Mack was added to the company, and his energy and loyalty contributed to its success. William Fletcher, C. A. Aikins, H. Z. Gabrielson and W. H. Foster followed in quick order and are a force for progress in their departments.

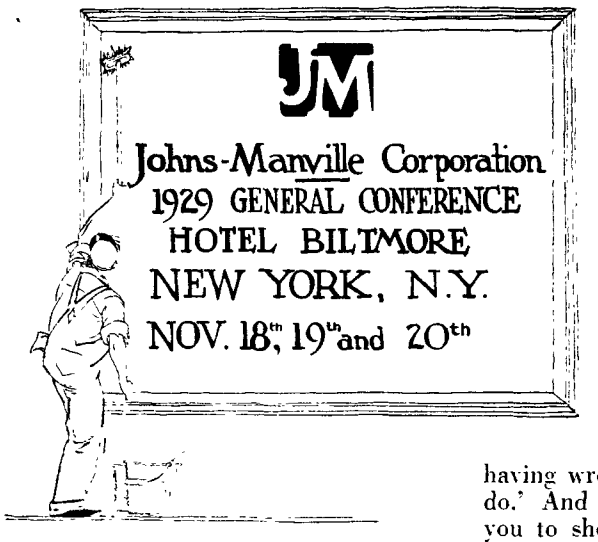
In October, 1921, catastrophe in the form of fire descended upon the plant and completely destroyed it. Undaunted by this setback, Mr. Weaver carried on with the aid of his co-workers and fellow manufacturers. Plans were made for building a new plant on a tract secured years before, and by the next Spring it was in operation.

In 1926 William Henry joined forces with Mr. Weaver, hence the changed corporate name. At his suggestion the application department was abandoned in favor of jobbing and dealer connections. This move proved successful as the sales quickly mounted and the burdensome method of merchandising by application was eliminated. Many new appliances were installed in the plant and much progress was made. Then, in February, 1929, Johns-Manville purchased the assets and properties of the Weaver-Henry Manufacturing Company and the name was changed to the Weaver-Henry Corporation.



The interior of the warehouse, which is light and airy and modern in every respect.

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(Continued from page 5)

000,000 for the twelve months ending October 31, 1928, to $62,000,000 for the year ending last October 31, as further proof of the Company's progress.

"But what has pleased me most, and I am sure has also been a source of gratification to our Directors and Stockholders, is the fact that you have decreased your expense ratio and thereby made possible a net profit showing that we can look upon for the first time with some



What a cab-full this must have been!

degree of pride and satisfaction," he continued.

"These are just part of the more important things that have been accomplished. But, gentlemen, what we have done so far is only a beginning. And while there is an old saying 'Good beginnings make good endings' nevertheless I want every one of you to carry back to your organization the sincere conviction that in fact 'we have only started'.

"I have repeatedly said to our organization, from one end of this country to the other, that while our immediate goal for next year may be an increase over all past records, nevertheless, we are going to carry out the vision that Mr. Merseles had, which was the attainment of *one hundred million dollars* of sales with a profit ratio commensurate with that being made by some of the other leaders of American industry.

"It was Stevenson who said—'The best reward of having wrought well is to have more to do.' And it is in that spirit that I ask you to shoulder your share of the responsibility for making this great vision a reality.

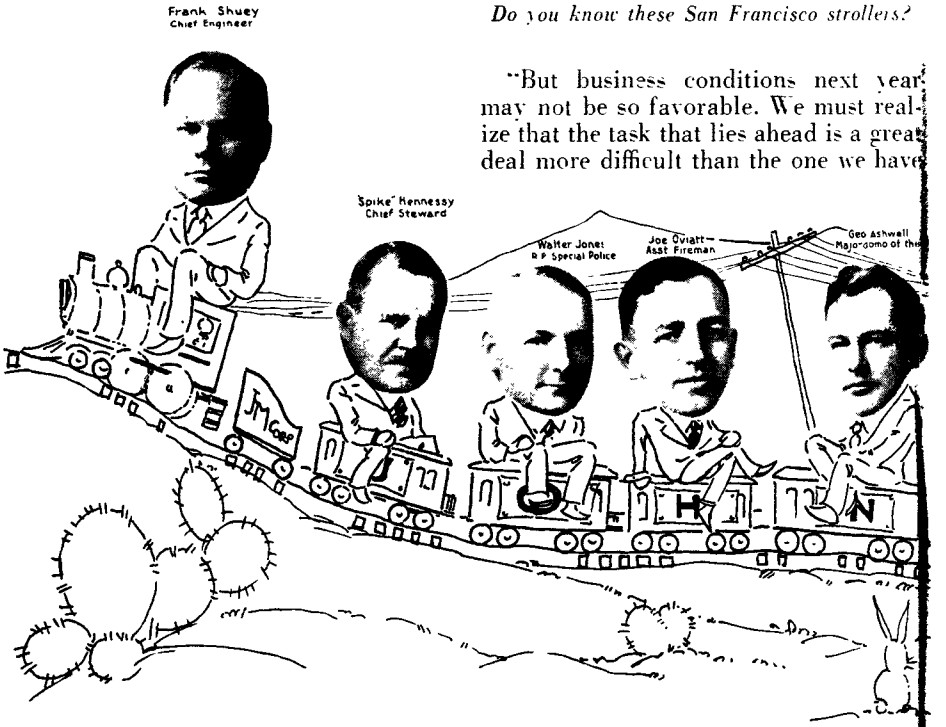
"In the accomplishment of this goal there are three basic principles that must never be forgotten. And while you have heard them before, as has every employee of this corporation, they will bear constant repetition. They are: Service to our Customers; Profits to our Stockholders; and Happiness and Prosperity to our Employees.

"It is through these fundamentals that we will achieve our purpose. *Only* by checking every plan and every decision against these principles will we be able to keep on the direct road to our destination.

"The year just closing is without doubt, the most significant and the most fruitful of profits in Johns-Manville's long history. . . .



Do you know these San Francisco strollers?



"But business conditions next year may not be so favorable. We must realize that the task that lies ahead is a great deal more difficult than the one we have so far accomplished. Let no man here be misled into thinking that to attain our goal is going to be easy. It is only going

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e achieved by clear thinking, by the ›rious accumulations of facts, by the ıest analysis and most important of by just plain, hard continuous k. . . .

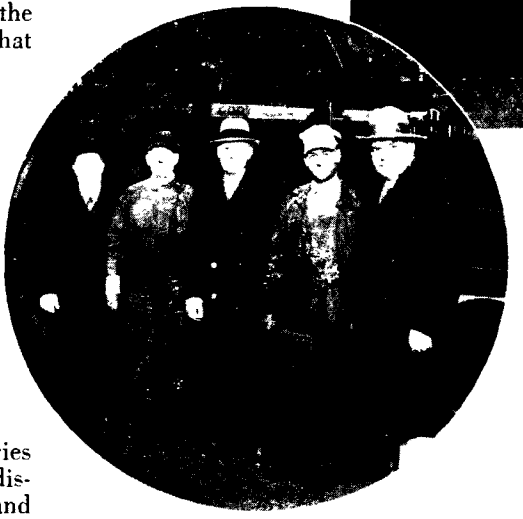
We are not going to do the merely ine, obvious, handy thing. We have eat task ahead of us and I know that organization has the experience, the lligence and the determination to ac- plish anything that it sets out to do. re is no secret about the formula. ·nal work is the difference between ıt success and mediocrity."

Ir. Brown then spoke of his confi- ·e in the various departments of the ınization, and stressed the fact that ı is doing everything possible ·ffect economy in operation.

But more important than econ- · is their splendid determina- to go out and produce the ıtest volume of sales in the his- · of this fine old Company.

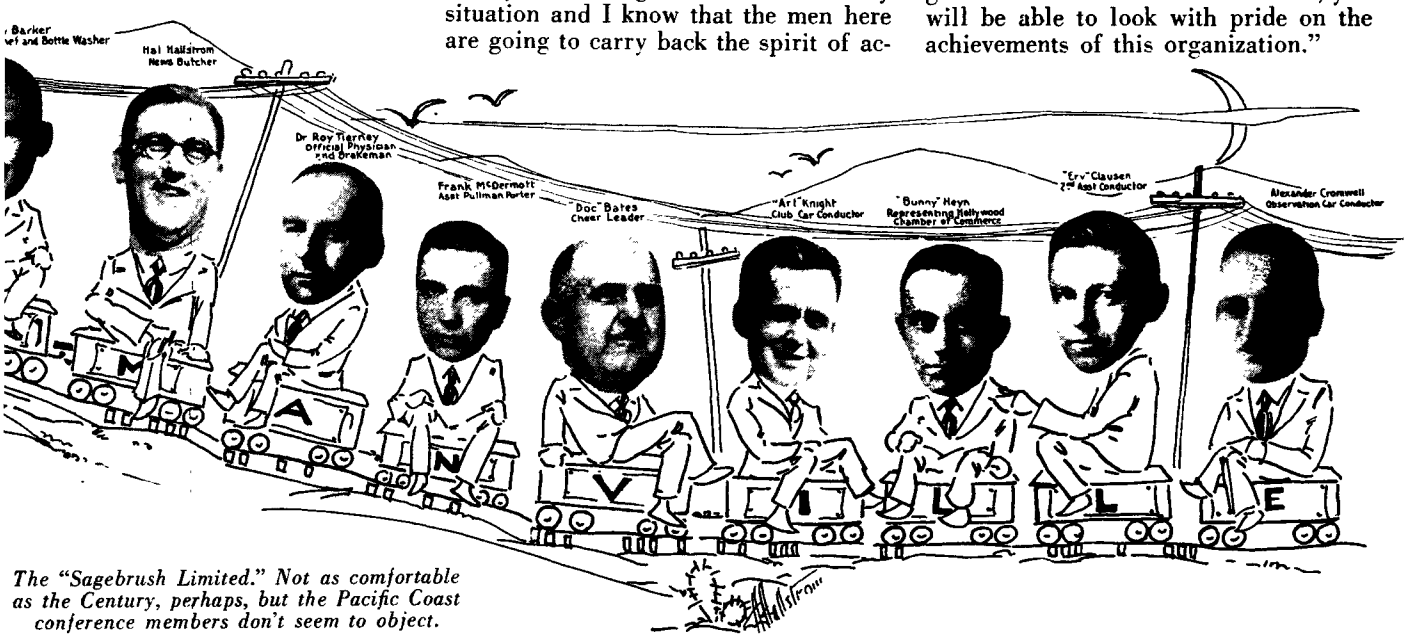
That thought brings to my d the most important of our blems which is MEN. We can about the importance of cap- and it is important. We can also about the vital necessity raw material supplies and ut the money invested in factories mines; we can visualize and dis- · the importance of machinery and hods, but in the last analysis these all inanimate things and have power only to the extent of the ability of the men who use them. Here in this room are the men who are making Johns-Manville what it is today. And right here is the creative power that will make it what it is going to become tomorrow. And back of this group are 9,000 men and women, every one of whom plays a part in the success of this business.





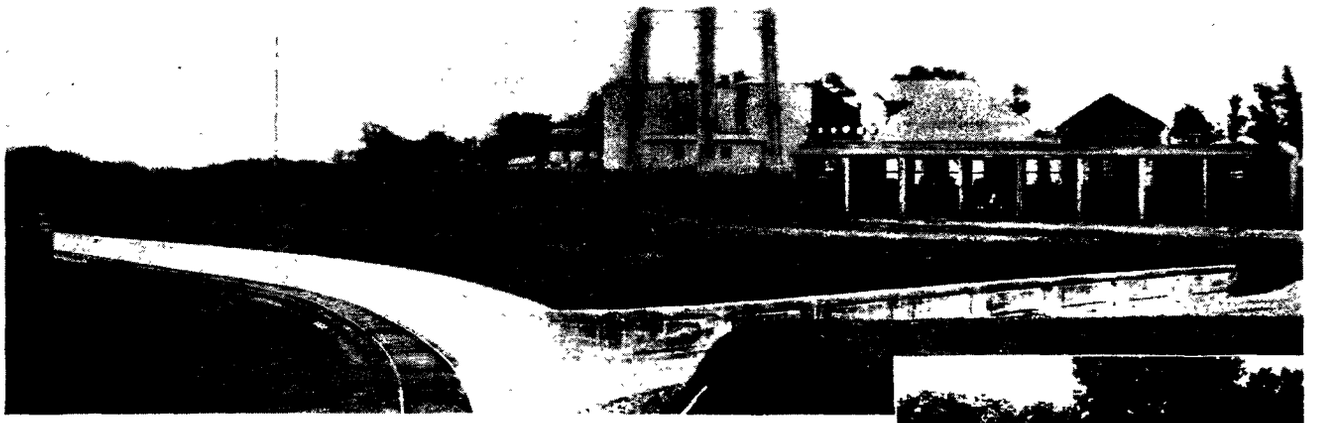
The Western Division group made sure every member was on time for the "Century" before they let it get under way. At left, R. C. Harden and two members of the Railroad Department, J. C. Younglove and T. O'Leary, appear to be on friendly terms with the engineers.

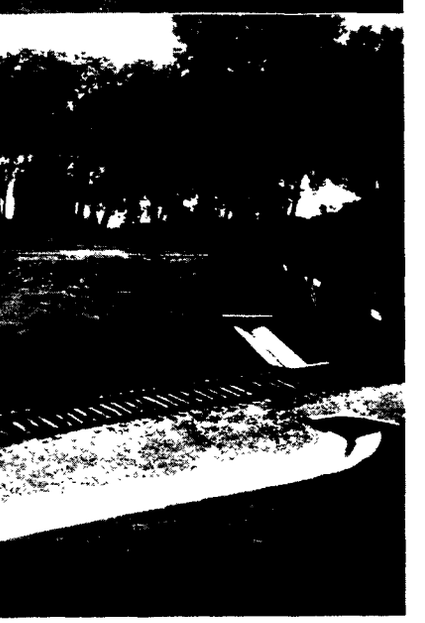
"I personally am confident of the ability of this organization to meet any situation and I know that the men here are going to carry back the spirit of accomplishment to every employee in the Johns-Manville organization. I am not minimizing in any way the task that lies ahead of us. But I can with confidence pledge to our Directors and Stockholders the most sincere effort of every man in this organization toward the accomplishment of the goals that we have set for ourselves and that regardless of what obstacles we may meet, when we get together here for the 1930 conference, you will be able to look with pride on the achievements of this organization."



The "Sagebrush Limited." Not as comfortable as the Century, perhaps, but the Pacific Coast conference members don't seem to object.

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Celite-for-concrete was used in building the retaining wall, culvert and concrete ditch at the Kansas Power Company's power house at Tecumseh, Kansas.

"To fittingly celebrate the advent of air mail service between Argentina and the United States, I and my organization send you and your organization our most cordial regards 'Via Panagra,' with this message leaving here tomorrow, October 12, on the first ship north.

"We will be very happy to hear from you on what date this letter was received, as the element of time is the interesting feature of the service.

"May this new link in the chain bring 'bigger and better' business for all of us."

A Unique Guessing Contest

Philip Hack, Sales Promotion field man for the Southern District of the Western Division, reports that Frank Moos and Son, roofing distributors and approved roofing contractors for Marshall, Texas, employed a novel means for attracting attention to their booth in the East Central Texas Fair in which there was a J-M roofing display.

They filled a glass jar with J-M copper storm anchors and then invited all who attended the fair to write down their guesses as to the number of anchors contained in the jar, thus attracting a very large number of people to their booth. In giving their guesses the people were required to write down their names and addresses and a good list of potential prospects was obtained.

It is of interest to note that among the 1,000 or so who turned in guesses, over 25 came within three or four of the actual amount—604—and the prize, an aluminum casserole, was won by a person who guessed the actual number.

Uniformity Through Celite

Orville Howe, salesman in Kansas City Sales Office territory, has been successful in having Celite-for-concrete specified on several nice jobs, one of them being for the retaining wall, culvert and concrete ditch for the Kansas Power Company at Tecumseh, Kansas.

This retaining wall is a cantilever section, projecting six feet above the ground. The wall was placed in five sections, the forms being built in separate panels so that after a section was poured and forms removed these same forms could be set in place for the next section. Sufficient panels were built for one and one-half sections so that while workmen were pouring concrete, the carpenters were working ahead setting up the remaining panels. Each section of wall was one easy day's pour with a 14-cubic-foot mixer. Form panels were removed the day following the pour.

This wall is representative of the beautiful finish free from honey combing, due to the improved workability and uniformity imparted to the concrete by Celite.

Bigger and Better Jobs

Frank Kitson's slogan is, "Bigger and better acoustical jobs for Los Angeles."

Los Angeles is now to have a new home for the Federal Reserve Bank. All the latest construction and equipment is to be used and the ceilings of every story will be covered with Sanacoustic tile. The main banking room will be a very elaborate coffered ceiling affair.

This is the largest acoustical job secured in Los Angeles so far. The competition was extremely keen, and it appeared to Mr. Kitson as though all the cards were stacked against Johns-Manville. But then he drew on the resources of General Headquarters, which immediately came to his assistance and helped secure the order.

160 Squares on El Paso Church

The Southwestern Sash and Door Company, J-M distributors in El Paso, Texas, have signed a contract for the reroofing of the St. Clements church with 160 squares of No. 150 rough texture asbestos shingles.

The church was originally roofed with slate which has been on approximately 15 years. The slate had deteriorated to such an extent that it was soft and had started to crumble. The felt under the slate, upon examination, was found to be of practically no value and was removed with the slate. A 60-pound asbestos felt will be laid over the sheathing before the application of shingles is started.

Henry Kircher, J-M salesman, and Mr. Tackabury of the Southwestern Sash and Door Company secured this order.

Fair Booth a Success

C. M. Higgins, salesman of Oklahoma City, is to be congratulated on the results secured from his activities in arranging and helping with a J-M display at the Oklahoma State Fair. The display was under the auspices of the McGraw-Bearly Lumber Company, distributor at Oklahoma City.

C. M. Higgins, C. V. Holmes, R. W. Phalp, E. T. White, F. W. Hodson and G. A. Russell were the J-M people in attendance. A flat specification for two cars of No. 5 shingles was received and three asbestos shingle jobs were sold in the booth. Over 60 live prospects were secured and the indications are that a large part of these will be sold.

A Test for Transite

In cooperation with the United States Department of Agriculture, Bureau of Entomology, Ancon, Canal Zone, Johns-Manville is furnishing Transite roofing and siding to demonstrate that this material will be satisfactory for tropical house construction. This material will be used in a termite

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test building on Barro Colorado Island in an endeavor to help the Government solve the question of housing in the tropics.

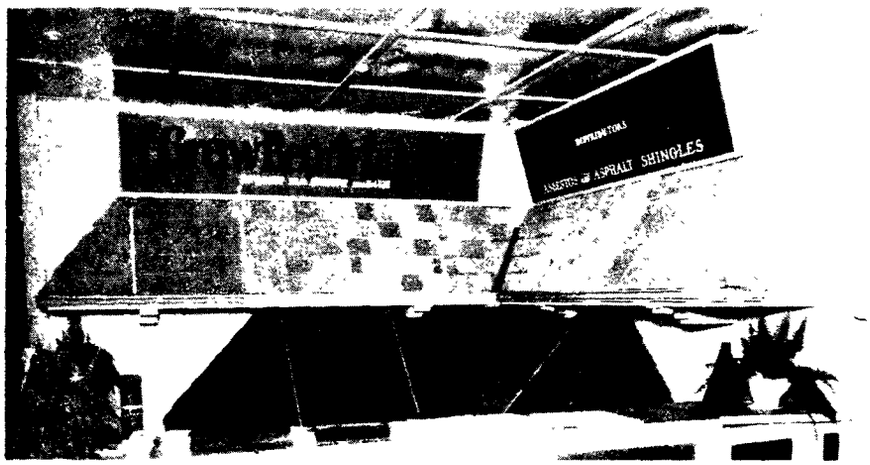
Colonial Grill J-M Treated

Many J-M employees of the Western Division and Chicago District offices lunch daily under a ceiling of J-M Sanacoustic tile, for this treatment has been installed in the Colonial Grill on the ground floor of the

city salesman and G. F. Fairbrass, architects representative.

Sanacoustic Saves the Day

Early in 1929 the Commissioners of King County and the Seattle City Council decided it was imperative to go ahead with the addition of four stories to the County-City Building, to provide for expansion of various departments and courts. When the



Over 60 live prospects were secured during the Oklahoma State Fair due to the activities of C. M. Higgins, Oklahoma City salesman, in arranging the J-M display of the McGraw-Bearly Lumber Company.

Carbon and Carbide Building, where the Johns-Manville offices are located.

The decorative effect of the acoustical treatment on the ceiling blends with the colonial type of architecture, the walls, beams and posts consisting entirely of wood paneling.

A J-M Terminal

Three Johns-Manville representatives were guests of the city of Baltimore and the President of the Western Maryland Railway at a luncheon, October 19, given previous to the dedication of the new McComas Street Ocean Terminal. They were H. M. Aring, Sales Manager, Baltimore District; W. R. Triggs, Sales Supervisor, Baltimore territory; and C. A. McGinnis, salesman, Baltimore District.

It is interesting to note that Johns-Manville furnished approximately $25,000 worth of commodities on this project, consisting of corrugated Transite for fire curtains, Transite stacks, Super Class A built-up roofing, fibre conduit and 85 per cent magnesia insulation.

Cooperation Works!

The new gas plant of the Michigan City Generating Company at Michigan City, Indiana, will be roofed with J-M asbestos built-up roofing.

The order, consisting of 950 squares of Class A roofing, was secured by cooperative work on the part of H. M. Frantz, Chicago

specifications came out, a competitive acoustical treatment was specified for the court rooms.

All types of acoustical treatment were figured, but Johns-Manville could not come within reach of their estimate until Sanacoustic tile was released for sale. Then V. J. Greene, Architects Service Department Supervisor in the Seattle District, did some talking, and finally convinced the architect and the Board of County Commissioners that Johns-Manville Sanacoustic tile would be the material best suited to their purposes.

The result was an order for 40,000 square feet of Sanacoustic tile to be installed in all court rooms and jury rooms.

Chicago Buildings Go J-M

The new Chicago Board of Trade Building at La Salle and Jackson Streets, which replaces the historic and well-known "Board" building at the same location is J-M insulated.

L. R. MacAdam, Chicago city salesman, and P. D. Beaner, Sales Supervisor, secured the contract from the general contractor. Specifications included 2-inch Vitribestos lining in the start; 85 per cent Magnesia for heating lines; Air cell sheets for duct work; and Improved Asbestocel and wool felt covering for plumbing.

Mr. MacAdam also secured the contract for all the insulation for the new 42-story office building being built at La Salle Street and Wacker Drive, Chicago. Specifications include Vitribestos lining for breeching and stack; 85 per cent Magnesia for heating lines; and Improved Asbestocel and wool felt for plumbing.

Hard Work and Effort

Hard work and persistent effort reached a successful climax when the Cleveland District triumphantly closed two contracts with the Ohio Bell Telephone Company for Nashkote acoustical treatment.

F. E. Dreger, T. H. Russell and J. G. Neal, Cleveland District, cooperated toward securing the Ohio Bell job at Akron, while the Ohio Bell job at Columbus was secured through the efforts of the Columbus Office.

200 Tons of Celite for One Job

Siems, Helmers and Schaffner, contractors at St. Paul, Minn., are financing and building a toll bridge at Pensacola, Florida.

S. J. O'Connor, Chicago District salesman at St. Paul, sold these contractors 200 tons of Celite-for-concrete for construction of the bridge.

12 Cars of Floridene

The Philadelphia District has secured an order for approximately 12 cars of Floridene stone to be installed at the Hotel Dennis, Atlantic City, N. J.

It will be used for floors in boardwalk stores, in passageways in vestibule of hotel, and in the solarium and assembly room; sidewalls of passageway under plate glass; main stairs, treads and risers; and fireplace in assembly room.

Sienna Floridene stone will be used for the fireplace in the assembly room and also as a border in the solarium, assembly room and hall, and as a border and pattern in the passageway and vestibule.

This job was closely followed by Ken Eden, architectural representative of the Philadelphia District, and closed with the help of L. Ogden of the New York staff and other members of the Philadelphia Office.

An Unusual Use for Celite

A manufacturer in Chicago District territory is using Celite in the production of a monolithic combination casket and burial vault. The casket is composed of asphalt and a considerable volume of Celite.

These caskets or vaults are far superior to concrete vaults of similar character, being considerably lighter in weight, lower in cost, and free from the chemical reaction known to destroy concrete vaults, entirely acid proof, and hermetically sealed with asphalt.

Any color finish can be provided in these caskets.

Untiring Efforts Close Job

The Pittsburgh District recently secured a large insulation contract from the Pittsburgh Steel Company for their Monessen, Pa., plant.

This contract covers the installation of

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2,931 feet of 14-inch pipe to be insulated with Superex-Sponge felt combination covering and protected with waterproofing felt jacket, several hundred feet of Superex-Magnesia combination, 462 feet of Asbestosponge felted pipe covering, and approximately 300 feet of 85 per cent Magnesia covering of various thicknesses. In addition to the above the order included several thousand square feet of Superex blocks and Magnesia blocks for covering induced draft fans and breechings in connection with four new boilers. The above averages about 18 carloads of material.

The closing of this contract was the direct result of E. F. Obert's untiring efforts, for this job required a vast amount of work on his part ever since the preliminary estimate was furnished in May, 1926.

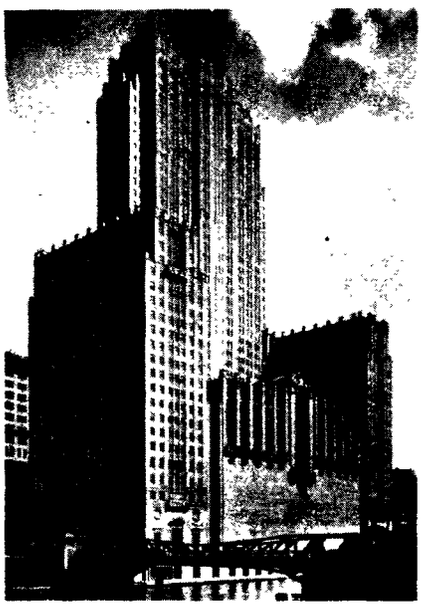
J-M Tile in Opera House

P. D. Beaner, Sales Supervisor, Chicago Office, reports the installation of J-M Sanacoustic tile in two rehearsal rooms (chorus and orchestra) of the new Chicago Civic Opera House, also in the Westinghouse offices and in the accounting department of the Midwest Utilities, in the same building.

The stack is lined and all steam and heating lines insulated by the Central Asbestos Manufacturing Company, J-M approved insulation contractor in Chicago.

Sales Resistance Overcome

An asbestos shingle job of no ordinary size turned the spotlight on H. L. Henry



J-M Sanacoustic tile has been installed in rehearsal rooms and offices in this new home of the Chicago Civic Opera.

of Milwaukee sales territory, Chicago District, and the fact that the new Dutch lap shingle was used made the job even more deserving of credit.

Mr. Henry came upon the prospect, St. Joseph's Academy at Stevens Point, Wisconsin, just as the committee was ready to decide in favor of replacing competitive asbestos shingles with metal. The shingles had given approximately 15 years of service, but were leaking badly in spots. No felt paper had originally been applied.

This condition, together with the competitive metal bid, offered considerable sales resistance, but Mr. Henry, in company with two of his dealers, finally closed the contract for 220 squares of No. 40 mottled gray.

No Time Lost

Included in the first batch of commercial letters to be carried by airplane from Maracaibo, Venezuela, to New York, was an order for 166 squares of Class A asbestos roofing. The order was secured by P. Porta, J-M Sales Engineer in that territory.

A Unique Distinction

The Milwaukee Office sales staff claims a unique distinction in the matter of making initial sales of new materials as they are added to the J-M line.

Previously A. L. Klug sold the first carload of Floridene stone in the Western Division. Then G. H. Fohey repeated the feat with an initial 3-carload order for asphalt planking.

Now Mr. Klug adds additional laurels with the first carload of insulating board secured in the Chicago District.

Another salesman, G. Rector, similarly closed the first Dutch lap job in the district when this shingle was first announced.

Such activity certainly is evidence that the Milwaukee Office is "up on its heels" and ready to capitalize on any new additions the company makes. Just another proof of the adage "The early bird catches the worm."

J-M Roof on Tallest Building

Cleveland's tallest and most imposing structure, the Terminal Tower Building, is protected by 450 squares of J-M Type A asbestos roofing. After this initial contract was completed, the Industrial Asbestos Products Company received a second contract for roofing covering a total of 1,850 squares of Class A on the Union Station proper. In addition there was a total of 500 squares of J-M fabric water-proofing.

Work was started on this initial contract consisting of the fabric waterproofing in footings in February, 1927. Since that time, the Industrial Asbestos Products Company has completed approximately $70,000 worth of work for the Terminal Company and their associated enterprises.

P. E. Miller, Secretary-Treasurer of the Industrial Asbestos Products Company, states, "This has been the result of the closest cooperation between the Johns-Manville organization and our Company." The company is 100 per cent J-M, and to show what can be accomplished, their sales during the last three years have been: 1926, $55,000; 1927, $120,000; and 1928, $152,000.

The Weidlar Company of Cleveland has just completed a new building in which canning and food packing operations will be conducted, on which Industrial Asbestos Products Company applied 800 squares of asbestos membrane, 320 squares of Class A roofing and 800 squares of mastic joints in brick work.

$38,000 Worth of Cement

Engineers at the Standard Oil Company had specified a competitive plastic refractory cement to be used in new pressure still construction, but through the splendid efforts of J. V. Welsh, Los Angeles oil industry section, the necessary change in specification was made which resulted in a sale of $38,000 worth of J-M No. 20 retort cement and 200,000 C-22 brick, 110,000 natural Sil-O-Cel brick and 450 rolls of fire felt.



The Terminal Tower Building, the tallest building in Cleveland, has a 450-square type A roof.

Fifth Carload of Roofing

In October an order was received for the fifth carload of roofing from Lang and Brothers Manufacturing and Mercantile Company of Farmington, Missouri, who were signed up as J-M distributors as the result of a carpenter-contractor meeting held last May. The total volume of business from May to October averaged one carload per month. The population of Farmington, Missouri, a farming community, is 2,685 people. All of this material has been sold for residences.

Big Acoustical Contracts

The Cleveland City Sales Department has secured some notable acoustical contracts

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talk on the roofing line. The films on built-up roofing and asbestos shingles were shown.

The distributor's application department has been in operation since last February with Mr. Tackabury, a former J-M salesman, as Manager. From February 1 to October 1, he and Henry Kircher, J-M salesman in the El Paso territory, obtained some wonderful results as is shown by the purchase of 24 carloads of roofing plus 9 carloads sold to dealers.

Several successful carpenter-contractor meetings have been held recently by J. H. Wilkinson, Birmingham salesman, and Phillip Hack, Southern District Sales Promotion field man.

With the cooperation of the Rountree Lumber Company, newly appointed local J-M roofing distributor in Decatur, Alabama, a meeting was held at which the new film on Dutch lap shingles and the film entitled "New Roofs For Old" were shown, and an actual demonstration given of the application of new Dutch lap shingles, and of No. 70 hexagonal over old wooden shingles. Talks were then made by Messrs. Wilkinson, Rountree and Hack.

A similar meeting was held by Messrs. Wilkinson and Hack in Hartselle, Alabama, with the cooperation of the Freeman Hardware Company, J-M roofing distributor. An order for over 50 squares of mulberry shingles was secured next day by Mr. Wilkinson. This, in turn, resulted in an order for a solid car of asbestos shingles from the Freeman Hardware Company.

Another outstanding meeting was held in Cullman, Alabama, with the cooperation of the C. A. Steifelmeyer store, J-M roofing distributor. This meeting was held in a vacant store room adjoining Mr. Steifelmeyer's store, which is centrally located in town.

It is of interest to note that one of the first Dutch lap shingle jobs in the South was sold in Cullman. In this job a color-blende effect was produced by using various colors in which the Dutch lap shingle is manufactured.

The St. Barnard College, located near Cullman, has been a consistent user of asbestos shingles in carload quantities for the past 20 years.

W. T. Guion, Office Manager, and H. B. Freeman, Division Credit Supervisor, Cleveland Office, are taking an active interest in the monthly meetings of the Office Managers Group which is sponsored by the Cleveland Association of Credit Men.

The Charleston territory held its regular monthly sales meeting on October 25.

On October 25 at the request of the Secretary of the Engineering Society of the Babcock and Wilcox Company, the whole range of Johns-Manville insulating materials was presented to 45 members of the Engineering Society of Babcock-Wilcox and Goldie-McVulloch, Ltd., in Galt, Ontario.

Keen interest was shown in the "Story of Asbestos," numerous questions showed undoubted interest in this film, and technical questions followed on the uses and application of the products illustrated.

Renewed interest was built up from the "Story of Celite" film, and the many inquiries and technical questions evidenced, without doubt, the keen interest of these men in Celite materials.

The fact that for nearly three hours the executives and engineers of this company listened to the J-M story is proof that such meetings are of inestimable worth.

R. B. Elliott, Secretary of the Engineering Society, introduced G. H. Meredith, Canadian Division Sales Promotion Manager, who presented the position of Johns-Manville in the engineering and insulation field, and took care of the technical discussions that followed.

Mr. Gallop of the Construction Department assisted very ably, both at the operation of the camera and in the discussion.

At a recent Purchasing Agents luncheon at the Rice Hotel, Houston, P. C. Lipscomb, acoustical representative, gave a very interesting and constructive talk on the subject of acoustics, particularly for office quieting. Mr. Lipscomb attended the luncheon as the guest of the Humble Oil Company officials.

G. R. Meade, Insulation Department, Chicago, spent October 10 in Houston. In company with T. E. Gossett, Sales Supervisor, Houston, Mr. Meade held a meeting with R. V. Aycock Company, J-M insulation distributor.

The principal subject was rock cork, but a general discussion of the various lines of insulation followed.

For the purpose of working out a procedure and method of operation that will enable the Sales Engineering Department to give the greatest amount of help to the various Sales Departments, a two-day meeting of the managers of the Sales Engineering Departments in each of the four Districts in Central Division, was held at Cleveland on October 14 and 15. The roofing inspectors from each district were present the first day of the meeting.

Those in attendance were C. O. Friedly, Central Division; R. F. Marson, Detroit; J. W. Blemker, Cleveland; C. B. Penick, Cincinnati; R. M. Langley, Pittsburgh; S. M. Durham, Sales Engineer from Cincinnati; and Ben Dalton, Walter Peeling, Joe Gano and John Miller, roofing inspectors.

Johns-Manville was the subject of a meeting of the Mespry Club Monday, October 7, at Hellertown, Pa. The Mespry Club is composed of superintendents and foremen of the mechanical and electrical departments of the Bethlehem Steel Corporation.

The meeting was arranged by J. S. Charles, Supervisor of the Steel and Non-Ferrous Sections, Eastern Division Industrial Department. About 50 members of the Mespry Club attended the meeting and showed a great deal of interest in the samples of J-M products and also in the interesting talk which was given by A. S. Royal of the Eastern Division Headquarters staff. Mr. Royal's talk was followed by the showing of the film "Story of Asbestos."

G. W. Ellis, Supervisor of the Allentown territory, and Mr. Charles assisted Mr. Royal in conducting the meeting.

A striking example of the effect of the recent traveling dealer shingle show in the Eastern Division was illustrated in the meeting held recently in cooperation with the Frank Berman Company, J-M distributor in Jamaica, Long Island.



FRANK BERMAN

When Mr. Berman, President of the company, attended the regular Metropolitan District showing of the traveling show at the Hotel Pennsylvania, New York City, September 4, he was so impressed that he immediately requested that a showing be held as soon as possible at his expense for the benefit of the roofers and contractors of Long Island.

So plans were made by J. F. O'Hara, saleman; B. P. Moore, Sales Promotion field man; and Mr. Berman to hold the special meeting in the Jamaica Chamber of Commerce Building, October 17, Mr. Berman's twenty-fifth anniversary as a building materials jobber in Jamaica.

An excellent dinner was provided by Mr. Berman for his 78 guests, all of whom were his customers.

After the dinner the meeting was called by E. W. Heurung, Sales Manager of the Metropolitan District, and talks were given by several Eastern Division representatives.

Two films "New Roofs for Old" and "Dutch Lap", were shown, and these were followed by open discussion.

The following article appeared in the Wharton Spectator, October 11:

"Amos Rush, dealer for Johns-Manville roofing in Wharton, has had with him this week Charles A. Johnson, District Representative of Houston, who has been doing a great bit of personal work in the interest of the Johns-Manville line. Tuesday evening Mr. Rush had other representatives of the Johns-Manville office at Houston in Wharton, and these gentlemen put on a two-reel fibre asbestos manufacturing picture at the Amos Rush store. Approximately 50 people were in attendance at the picture show."

T. B. Stein and J. C. Mason of the Philadelphia District addressed a meeting of the Knights of the Round Table at the Kent Hotel, Wilmington, Delaware, on Septem-

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ber 27. The Story of Celite motion picture was shown, and the entire production process of this material, from the raw state to the finished product, was explained.

The German Society of Mechanical and Electrical Engineers was addressed at the Chicago Engineers Club, by Herbert N. Haberstroh, Chicago District special representative, Celite products and insulation, on insulations and filtration products.

The meetings of the Society are customarily carried on in the German language, and Mr. Haberstroh's talk was also given in German.

Answers to the Questions on page 10

21. A fibrous mineral, resistant to the action of heat, water, weather and wear, which can be spun, woven, felted or moulded into useful form.

22. They are fireproof, rot-proof, and vermin-proof, and will outlast any other fibrous material.

23. The Canadian asbestos is the finest quality, having white silky fibres of great strength. The Arizona asbestos, of the same variety, has shorter yellow fibres, while the African asbestos is much yellower and coarser, and the fibres are three or four times as long.

24. Canadian asbestos is mined by the open pit method, and the fibre is then separated from the ore.

25. The Arizona asbestos is mined underground, like coal.

26. Celite or diatomaceous earth is a mineral consisting of siliceous skeletons of minute vegetable organisms which once lived in the sea and were deposited in enormous numbers. They were subjected to tremendous pressures and eventually were made available by surface upheaval.

27. Celite is quarried from open cuts at Lompoc, California.

28. Celite derives its value for filtration from its irregular cellular microscopic structure, and for insulation because of the microscopic dead air spaces in the surface and between particles of the diatoms.

29. Silicate rock is melted and blown into rock wool, which is used for insulation purposes.

30. Magnesia, which is extracted from magnesite and dolomite rock, contains tiny air pockets which make it a desirable base for insulation materials.

J-M Circle Staff Includes New Names; Who Is the Reporter Nearest You?

Who is *your* reporter for the J-M Circle? If you read the following list of staff members, you'll see you don't have to go far to find someone who's ready to receive whatever bits of news you're willing to divulge. Recent changes in the staff, owing to changes in organization, make it advisable to list all the members at this time.

Eastern Division: K. E. Moore, Associate Editor; C. A. Murphy, Albany; F. C. Alexander, Atlanta; Ruth F. Burke, Baltimore; L. E. Cushman, Boston; D. W. Standrod, Buffalo; Mrs. E. M. Camp, Charlotte; W. V. Killion, New Haven; H. J. Sterner, Newark; Walter A. Pakenham, New York; J. C. Mason, Philadelphia; A. D. Bazzarre, Richmond; W. A. Reynolds, Rochester; R. B. Ross, Syracuse; R. H. Royer, Wilkes-Barre.

Central Division: Mert C. Malham, Associate Editor; F. D. Maunder, Akron; Miss Elizabeth Morton, Charleston; C. B. Penick, Cincinnati and Lexington; Louis Karnok, Cleveland; J. K. Johnson, Columbus; Mrs. Evelyn V. Green, Detroit; Miss M. L. Terry, Erie; W. S. Glatz, Johnstown; Carl Schneider, Pittsburgh; G. O. Hartzell, Toledo; M. J. Ryan, Wheeling; W. R. Atwood, Youngstown.



An attractive roof of No. 70 rough texture green veneered asbestos shingles on the residence of C. O. Haughton in Aberdeen, Miss.

Western Division: E. Nelson, Associate Editor; H. W. Allison, Birmingham; Robert Slater, Chicago; George Thinnes, Chicago; Mrs. E. G. Newman, Dallas; H. C. Harrison, Denver; Miss Anna Barman, Des Moines; Miss Hazel Ullrich, Houston; C. A. Masters, Indianapolis; Mrs. K. G. Holland, Kansas City; R. L. Slater, Louisville; Miss O. Longinotti, Memphis; P. L. Kraus, Milwaukee; Miss O. Stege, Minneapolis and St. Paul; Miss Thelma Walsh, New Orleans; Mrs. J. A. Boyer, Omaha; R. W. Sanders, Peoria; L. D. Kerr, St. Louis; Miss Grace Harling, Tulsa.

Pacific Division: Hal Hallstrom, Associate Editor; Mrs. Gladys H. Carlson, Los Angeles; Mrs. Wanda Cantwell, San Francisco; Miss J. McCleverty, Seattle.

Canadian Division: G. H. Meredith, Associate Editor; J. F. Myles, Montreal; H. S. Pearl, Vancouver; P. Burke-Gaffney, Winnipeg.

Johns-Manville International: E. A. McLaughlin, Associate Editor; A. A. Rasmussen, Far East; Roger Schaeffer, France; H. B. Whitmore, Germany; W. D. Stephenson, Havana; Oscar Mertz, Special.

Alexandria Factory: A. L. Jones, Associate Editor; Arthur Peet, Plant No. 1; Robert Johnson, Plant No. 2; Miss Ada Bess Cripe, Office.

Asbestos, Quebec: G. L. Fuller, Associate Editor; T. W. Heron, Mining and Railway Departments; W. N. Reakes, Milling Department; A. D. Tector, Manufacturing Department; Armond Champagne, Shops, Mechanical and Electrical Departments.

Chrysotile Mine: Frank Dean, Associate Editor.

Cincinnati Factory: R. L. Reinhart, Associate Editor; M. B. Juenke.

Dayton Factory: E. N. Frost.

Gretna Factory: E. Belsom, Associate Editor; E. Kennedy, Office; V. Trauth, Front End; W. Favaloro, Wet End.

Lompoc Factory: J. H. Merriam, Associate Editor.

Manville Factory: C. R. Hockenbury, Associate Editor; B. S. Jewell, Textile Department; W. Van Tine, Packing and Brake Lining Department; P. Menzak, Low Pressure Pipe Coverings and Cements; J. H. McDonough, Paper Mill; H. Alger, Roofing and Asphalt; A. Kline, Magnesia Department; L. J. Harbourt, Mechanical Department; A. Becker, Main Office; H. E. Blount, Inspection Department; T. O'Neil, Research and Development Department.

Nashua Factory: E. C. Hopkins, Associate Editor; John Barry, E. E. Willette, Jr.

Pittsburg Factory: E. L. Adams, Associate Editor; E. E. Packard, Shingle Building; R. P. Gapen, Pipe Covering Building.

Waukegan Factory: H. W. Deibler, Associate Editor; Kenneth Stimes, Packing Building; A. F. Kittell, Magnesia and Cement Building; Wm. Keiting, Pipe Covering and Paper Mill; P. H. McCarthy, Roofing Building; August Schilling, Wood and Shingle Company; Wm. F. Lemke, Erection and Repair Department; Miss L. O'Neil, Office; M. Hayman, Laboratory; F. C. Boggess, Purchasing; Wm. C. McGinnis, Order Department; A. K. Higbee, Planning Department.

Weaver-Henry Corporation: C. E. Mangrum, Associate Editor.

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Promotions and Transfers

B. BEAMER: transferred from Pipe Covering Department to Engineering Department, Asbestos Factory.

H. R. BERLIN: transferred from Special Acoustical Representative, Chicago District, to Staff Manager, acoustical section, General Building Materials Distribution Department.

A. F. BLANKMEYER: promoted from collection correspondent to Division Credit Supervisor, Cleveland District.

E. BOUDREAU and his assistants: transferred to the Construction Department, Asbestos Factory, for the erection of the new Mill Dryer Building.

S. H. BOYER: transferred from Special Celite Staff Accounts to Steel Industry salesman, Pittsburgh.

E. F. BOYLE: promoted from Sales Supervisor, Cleveland city sales, to Sales Manager, Detroit District.

A. CROMWELL: promoted from assistant Manager to Manager, Lompoc Plant.

E. DICKS: transferred from millboard operator to the Italit Pipe Department, Waukegan.

ANTHONY EHRET: transferred from file clerk in the credit and collection section, Cleveland, to special duty in the adjustment section.

MRS. A. A. FIRPO: transferred from the Pacific Division Dictaphone Department to the engineering and technical data section of the Pacific Division Sales Promotion Department.

A. R. FISHER: promoted from Manager, Lompoc Plant, to assistant Manager, Manville Factory.

J. A. FRIELAND: transferred from Customers' Service Department to cashier, Pittsburgh Office.

JOHN GROM: transferred from the Paper Mill to the Italit Pipe Department, Waukegan.

C. H. HALL: transferred from Staff Manager of the food products section, Industrial Department, to Staff Manager, Power Products Distribution Department, assisting H. A. Kieselbach in charge of sales to approved contractors and insulation distributors.

G. O. HARTZELL: appointed industrial building materials salesman, Toledo sales territory.

T. HENSHALL: transferred to Roofing Department, Asbestos Factory, as an inspector.

C. V. HOLMAN: transferred to the northern portion of Toledo sales territory as building materials distribution salesman.

MISS N. B. JOHNSON: transferred to stenographer, Birmingham Sales Office.

MISS CATHERINE V. KENNEDY: promoted from stenographer to chief clerk of files, Salesmen's Daily Call Report System and Architects' Service Record System, Boston.

H. D. LAYFIELD: appointed Sales Manager, Vancouver District.

E. E. LEMIRE: transferred from the Accounting Department to the Tabulating Department, Nashua Factory.

G. R. LEWIS: promoted from Sales Manager, Detroit District, Central Division, to Sales Manager, Central Division.

S. MAHON: promoted from Sales Supervisor, Industrial Department, Central Division, to Sales Supervisor, Cleveland city sales.

M. C. MALHAM: promoted to Sales Promotion Manager, Central Division.

W. J. MCDERMOTT: transferred from Pacific Division Sales Promotion Department to the Salt Lake Office.

T. K. MIAL: promoted from Sales Manager of the Central Division to Sales Manager of the Eastern Division.

J. H. MURHHAMMER: promoted from Order Department to the Customers' Service Department, Pittsburgh Office.

HERBERT NEFF: promoted from Mailing Department to file clerk in the credit and collection section, Cleveland.

T. L. NEWMAN: transferred from East Texas territory to city sales work, handling the city of Dallas.

R. V. PARSONS: transferred from Staff Manager, acoustical section, General Building Materials Distribution Department, to Consulting Engineer, acoustical section, General Sales Engineering Department.

MANUEL REYES: transferred from Cincinnati Factory to Dayton Factory.

H. M. ROBBINS: promoted from Chicago City Sales Department to salesman, Minneapolis Sales Office territory.

PAUL TERRIEN: transferred from paper mill inspector to the Italit Pipe Department, Waukegan.

J. A. WILSON: promoted to Assistant Purchasing Agent, Asbestos Factory.

R. WINTERHALTER: transferred from building materials distribution salesman, Pittsburgh City Sales Office, to Customers' Service Department, Pittsburgh Office.

New Employees

Eastern Division

MRS. GERTRUDE MATHESON, Ellis Bookkeeping Machine operator, Boston District.

MISS ELSIE SCHEIBEY, stenographer, Philadelphia.

E. J. SULLIVAN, in charge of power products and filter aids, Philadelphia.

ARTHUR HESS, salesman, Camden territory.

Central Division

J. W. CALDWELL, building materials distribution salesman, Youngstown territory.

KENNETH WHITNEY, office boy, Cleveland.

JOEL RAYMOND CUTTER, Special Automotive Representative, Cleveland Office.

LEO W. T. CULBERTSON, office boy, Service Department, Cleveland.

YOLANDA E. MARKOVICS, file clerk and typist, Service Department, Cleveland.

BERTHA E. FORSTY, file clerk, Cleveland.

RAY EDWARD RULAND, clerk, Order Department, Detroit.

FREDERICK A. STEINKIRCHNER, clerk, Order Department, Pittsburgh.

ALOYSIUS F. HUNGERMAN, transcription clerk, Pittsburgh Order Department.

ALLEN JOSEPH DUKE, mail and utility clerk, Pittsburgh Sales Department.

MARY E. MUNDAY, Dictaphone operator, Cleveland.

FRANK B. BACON, office boy, Detroit Mailing Department.

CHARLES W. NECHMAN, stock record clerk, Detroit.

RUFUS G. MONKS, junior power specialty salesman, Akron.

FRANK W. WESTOFF, building materials distribution salesman, Toledo territory.

L. P. SHARPE, junior products salesman, Columbus.

R. A. NELSON, collection correspondent, Cleveland District.

Western Division

JOE M. TAYLOR, merchandising salesman, Milwaukee Sales Office territory, Chicago District.

A. J. WOEHL, salesman, Texas Rio Grande Valley territory, Houston District.

B. F. RYAN, Special Representative, built-up roofing, corrugated Transite and industrial flooring, Chicago District.

C. E. STODDARD, salesman, South Dakota territory, Chicago District.

F. S. ALDRICH, salesman, Colorado territory, Chicago District.

JAMES B. BENNETT, Special Representative, packing and power specialties, St. Louis District.

W. W. KELLEY, cashier, St. Louis Office.

HAROLD DREIEMEIER, mail clerk, St. Louis Office.

Pacific Division

VERNON E. CUPPER, assistant in the Architectural Service Department, Seattle District.

Canadian Division

GEORGE LOVATT, assistant in the Automotive Distribution Department, Toronto District.

Asbestos Factory and Mines

MRS. O. WILSON, stenographer, Purchasing Department.

MISS PHYLLIS TODD, stenographer, Utility Department.

MISS NAN BROWN, clerk, Utility Department.

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MISS E. MACFARLANE, nurse in the local hospital.

H. COOK, machinist helper.

W. SNOWDON, mechanic.

F. BROWN, tinsmith helper.

ANTOINE MCKENZIE, welder.

Alexandria Factory

E. H. ANTRIM, assistant, Personnel Department.

Cincinnati Factory

R. L. REINHART and C. R. MITCHELL, Cincinnati Factory.

Lompoc Factory

M. E. ROTCHY, Planning Engineer, Planning Department.

WILBUR E. HOLDRIDGE, Accounting Department.

MISS DOROTHY GLADHILL, Accounting Department.

Weaver-Henry Corporation

JAMES J. DAVEY, salesman, Los Angeles.

WILLIAM H. WILSON, salesman, San Diego.

General Office

NORMAN T. VALENTINE, staff representative, Architectural Service Department.

JOHN STRONG, architectural representative, Architectural Service Department.

Accepted Suggestions

Eastern Division

W. F. BREIDENBACH, *Superintendent, Acoustical Department.*
That present perforating machine, introduced and developed by the writer, be improved by the addition of a spring plate.

J. P. MOUNTJOY.....*Salesman, Syracuse*
Handbook on refractory cement for domestic oil burners.

Central Division

I. J. MILZ, *Chief Clerk, Building Materials Department.*
Decline in price.

Lompoc Factory

GIFFORD L. HITZ, *Order and Billing Department.*
Car record and shipping report forms.

D. D. MCARTHUR.....*Plant Department*
Baghouse ventilators.

A. C. BATKIN.....*Production Department*
Stop block for brick saw track.

Manville Factory

LOUIS PUFO.....*Operator, Gang Saw*
Changes in Gang saw.

ERNEST B. TALBOT, *Blacksmith, Erection and Repair.*
Device for uniform hardening of steel.

AUGUST ZILLINSKY .....*Repairman*
Oil cup for spindle bolster.

JOHN P. H. HILLS, *Guard Maker, Erection and Repair.*
Chute to carry the brake lining from sizing rolls stamping machine.

JAMES KELYMAN .....*Clerk*
Punch press guard and handle to open steam drier from inside.

ROCCO SIBILIA.....*Template Maker*
Insulating steam line in girls' lavatory.

GEO. WARNESS .....*Packer*
Extra man for handling crates.
Scale for packers on odd lots.

F. E. WALLING, R. RANANDO } .....*Batchmen*
Hand pump for silicate of soda.

JOSEPH PINARCHICK....*Assistant Foreman*
Guard on cutting press.

F. G. HAMILTON.....*Inspector*
Installation of bell in card room.

WARREN MOORE .....*Workman*
Putting window in new door, B Building.

MICHAEL BEDNER .....*Mechanic*
Plain knicker knives for tab cut out in shingles.

J. H. PENDLETON, *Machinist Packing Dept.*
Improved lubrication, Packing Department.

BRUCE BAVIS.....*Foreman, Packing Dept.*
Automatic oil cups on braiders.



Manville Factory employees who recently received awards for suggestions. From left to right, front row, J. Kelyman, J. Pinarchick, R. Sibilia, A. Zillinsky; back row, F. E. Walling, E. B. Talbot, J. P. Hill, George Warness and W. Moore.

J. G. DUMONT..*Pressman, Clutch Facing*
Reverse flexible connection brake lining press.

JOSEPH J. NEMES....*Electrician, Magnesia*
Pulling handle for magnesia trucks.

GEORGE CAMPBELL.
Features of improved pipe covering for sponge and solid wool felt.

Waukegan Factory

HUGO L. THOMPSON, *Sub-Foreman, Machine Tender, Shingle Plant.*
Slide for regulating flow of stock to shingle machines from mixers.

Convincing a Sheriff You're Not a Bootlegger May Be All in the Day's Work

That members of the sales organization sometimes meet with unusual difficulties while on the road is evidenced by the following incident:

After having held a carpenter-contractor meeting, Harry Houston, New Orleans salesman, and Philip Hack, Southern District Sales Promotion field man, were driving from Evergreen to Mobile, Alabama, through the dark and somewhat stormy night. When 51 miles from the nearest roofing prospect (for this road is long and lonesome) they noticed the lights of a car closely following them—keeping at all times exactly a-pace with their car.

Several attempts to "shake" the pursuer proved useless, and the "mystery" car eased up alongside theirs. A flashlight scanned Messrs. Houston's and Hack's startled faces, and a deep bass voice from within the dark sedan bellowed "stop"!

Messrs. Houston and Hack stopped!

A huge figure got out of the sedan, searchlight in one hand, a revolver of surprising bore in the other. Meanwhile two compatriots of his stationed themselves at strategic points. Then the deep voice said: "Gentlemen, I'm the sheriff. Who are you and where are you going?"

Before an answer could be given, he continued, "I've just learned that two men wanted for liquor running and shooting are beating it down this road for Mobile. Explain yourselves, gentleman, explain yourselves!"

Profuse explanations followed. However, it took some time to convince the sheriff that "two peddlers" would be out "this time of night on business" and that the Sales Promotion field man's considerable baggage didn't contain "moonshine."

Cafeteria Opened at Lompoc

A new cafeteria has recently been put into operation in the general office building of the Lompoc Plant. This installation supplies a long felt want by all employees, who are showing their appreciation by their patronage. It is the intention to hold regular meeting of various clubs, foremen's meetings, and conferences in the dining room, which is of ample size to accommodate 85 to 100 people.

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Within the Circle

Eastern Division

K. E. Moore, *Associate Editor*

The Dictaphone Department at the Boston Office has now been completely set up, and is being operated under the supervision of Miss Mary M. Gallagher.

E. B. Treidler of the Baltimore District secured a large order for fibre conduit from the city of Baltimore.

Word has reached the Baltimore Office that the health of Miss Alma L. Verrier, formerly chief clerk of the Baltimore District, is continuing to improve, and it is felt she will be entirely recovered by next summer.

Ed Hammell and P. O. Dickinson have secured a Floridene stone job in the new residence of John A. Roebeling, and through their efforts in making this sale have established Royle-Brock, Incorporated, of Trenton a distributor of this material.

G. R. Frankland of Syracuse Sales Office announces the birth of a son.

A. O. Weller of the Syracuse Sales Office is the proud father of a son.

Central Division

M. C. Malham, *Associate Editor*

Robert S. MacPhail of the Sales Promotion Department, Cleveland Office, was married to Miss Kathryn Gotwals Evans of Norristown, Pa., in the Haws Ave. Methodist Church, Norristown, on Oct. 19.

W. V. Wetterstein, salesman, Johnstown territory, is the happy father of a girl born on October 21 at the Magee Hospital.

W. D. Hyatt, Construction Supervisor of the Charleston territory, and Miss Sarah Luxon, of Louisville, Kentucky, were married at Louisville October 25.

Miss Elizabeth Morton, stenographer in the Charleston Office, was married to Paul J. Wright on October 5. The ceremony was performed by the bride's father, the Rev. J. Blair Morton. After a week's motor trip Mrs. Wright resumed her duties at the Charleston Office.

John Pennington, C. O. Friedly and S. J. Polcar stopped in Charleston, September 26, on their return from the Wood Motor Parts Corporation, Neola, W. Va., where Johns-Manville is erecting five lumber dry kilns.

E. E. Deem of Cleveland spent September 26 in Charleston calling on prospects for a dealer connection to handle Type A tile flooring. He also canvassed the Portsmouth, Ohio, the Huntington and Bluefield, W. Va., territories under the Charleston District to establish J-M dealer connections.

R. H. Alvey, Jr., industrial salesman, Charleston territory, was successful in closing an $8,000 insulation contract with the H. K. Ferguson Company who are building an addition to the plant of the Westvaco Chlorine Products Company, South Charleston, W. Va.

R. J. Simmerer, Supervisor of the Order and Billing Section, Cleveland Office, has just returned from a trip through the Cincinnati and Pittsburgh Offices where he assisted the chief clerks in the installation of the new procedure for handling orders and billing on stock shipments.

Mr. and Mrs. Paul Schardt of Dayton Office are the parents of a son, born September 21.

Boston Office Boasts a Real J-M Family

The Cooney family is a J-M family, with "J. M." as the initials of each of its four members. They are John M. Cooney, Office Manager at Boston; Mrs. John M. Cooney, John M. Cooney, Jr., and the newest member, Jane Marie Cooney, who arrived on October 29.

V. W. McCoy, merchandising salesman in the Charleston, W. Va., territory, was successful in signing the Kanawha Valley Lumber Company as a 100 percent J-M distributor. Their first order was a 60,000-pound car of mixed roofing.

During the month of October the following men visited the Erie Sales Office: T. H. Russell, Special Representative, Building Materials Distribution Department, Cleveland District, accompanied by W. C. Craig; G. F. Eby, Special Representative, Power Products Distribution Department, Cleveland District; J. W. Blemker; and John Pennington.

A. A. Gaible, Sales Supervisor, Cincinnati, secured an order from the Cincinnati Suburban Telephone Company, for 42,750 square feet of Sanacoustic tile.

Ralph W. Jones of Cincinnati secured an order for 164 squares of corrugated Transite for the Work House laundry building, Cincinnati; a $1,200 insulation contract from the Rossville Company at Lawrenceburg, Indiana; and a 600-square-feet Sanacoustic tile order from the Journal Publishing Company at Hamilton, Ohio.

Fred E. Dreger, Cleveland city salesman, secured a nice order for 238 squares of combination asphalt and asbestos built-up roofing from the Bolton Pratt Company for the United States Parcel Post Building. Mr. Dreger was assisted by George H. Johnson, working through architects.

George V. Fleck and F. E. Dreger cooperated in securing an order for 200 squares of combination asphalt and asbestos built-up roofing from the Bourne-Fuller Company of Cleveland.

Robert Fahy, formerly of Banner Rock Products Company, and now J-M approved insulation contractor in Cleveland, is the proud father of a baby girl, born Oct. 18.

The Charleston, W. Va., Office, has been moved from Room 521 to Rooms 402 and 404, Peoples Exchange Bank Building.

Western Division

E. Nelson, *Associate Editor*

E. S. Crocker, Austin representative, closed a contract with the Palace Theater at Georgetown, Texas, for acoustical treatment. Mr. Crocker was assisted by P. C. Lipscomb, acoustical representative.

T. E. Gossett, Sales Supervisor, Houston, spent several days in Chicago recently, attending a conference.

G. J. Quinlan of Omaha, Nebraska, and Miss Viola Dolan were married in Omaha on October 11. Mr. Quinlan is Special Representative for roofing and building materials, Chicago District.

W. A. Wallace, oil industry representative at Houston, has secured a contract from the Humble Oil and Refining Company for 13 tank tops for their Baytown plant. With the assistance of P. C. Lipscomb, acoustical representative, Mr. Wallace secured two small acoustical contracts from the Humble Company. The Oil Company officials were very much pleased with this treatment.

George L. Moore, Chicago city merchandising salesman, is the father of a baby boy.

Through the good work of E. L. Rolfs, Special Oil Industry Representative, and R. N. Stroup, Sales Supervisor, North Texas District, an order was secured for tank tops from the Landreth Production Company at Ft. Worth, amounting to over $36,000.

P. C. Lipscomb, acoustical and architectural representative in Texas, during August and September secured over $12,000 worth of acoustical contracts.

E. M. Naylor returned to work October 1, after a two-months' leave of absence because of ill health.

To the list of prominent banking offices equipped with J-M acoustical correction may now be added the Foreman National Bank of Chicago. H. R. Berlin, then Chicago District acoustical representative, and L. R. MacAdam, Chicago city salesman, secured a contract amounting to over $18,000 for the installation of Sanacoustic tile in the bank.

G. R. Meade, Special Insulation Representative, Chicago, recently visited New

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Orleans and secured the first order in the Southern District for a carload of rock cork from Taylor-Seidenbach, approved insulation contractors.

An article appears in the September issue of "The Western Architect" entitled "A Consideration of Architectural Design as It Relates to Acoustics," by R. F. Holbrook, Special Representative, Architectural Service Department, Chicago district.



Mrs. Gladys Carlson, the new Los Angeles reporter on the J-M Circle staff.

Emmett Plackmeyer, salesman in St. Louis, has just returned to work, having recently undergone a tonsil operation.

G. R. Meade, H. R. Crampton, W. I. Davidge, J. L. Elliott, C. A. Frankenhoff and A. C. La Perriere were visitors at St. Louis Office during October.

E. Nelson, Manager, Western Division Sales Promotion Department, and R. B. Adams, Supervisor of Sales Promotion field men, were recent visitors at the St. Louis Office. The Sales Promotion policies and plans for the coming year were fully explained and a much closer mutual understanding was obtained on this very important phase of work.

C. H. McCauley, Building Materials Distribution Department, Chicago, spent several days in Houston during the week of October 21, in the interest of built-up roofing.

E. M. Voorhees, Secretary and Treasurer; S. A. Williams, Vice President in charge of Factories and Mines; and P. A. Andrews, Assistant to the Vice President in charge of Sales, visited the New Orleans Office on November 1 and 2 and addressed the members of that organization.

Campbell Ryan, Staff Manager of insulating board, General Building Materials Distribution Department, made his first trip to Houston on October 29, calling on prospects for insulating board.

President Lewis H. Brown visited the New Orleans Office on his recent trip west, and addressed the employees, stressing the importance of service to customers. Mr. Brown was the guest of honor at a luncheon given by John M. Taylor, Sales Manager, Southern District, at which a large number of men prominent in New Orleans business and manufacturing circles were present.

Pacific Division

Hal Hallstrom, *Associate Editor*

By scaling the peak of Mt. Whitney this summer, Miss Margarethe Ammon, secretary to H. B. Heyn, holds the altitude record for Los Angeles District. Mt. Whitney, which is located in the High Sierras, is the highest mountain in the United States, its peak being 14,502 feet above sea level. The round trip, a distance of 200 miles, was made entirely on foot.

On October 10 W. M. Black, Sales Engineer, Pacific Division, became the proud father of twins, a boy and a girl.

V. J. Greene, Supervisor of the Architect's Service Department, Seattle District, was ill during most of October, but it was hoped he would be back at the office early in November.

While on a visit to Los Angeles Office on October 10, President Lewis H. Brown gave a luncheon at the Biltmore Hotel, at which all of the sales organization were present. After the luncheon Mr. Brown addressed the salesmen regarding the future of the Company. Later the men were given an opportunity to discuss sales problems and policies.

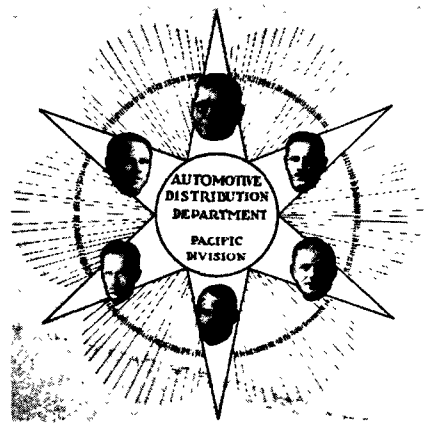
Alexandria Factory

A. L. Jones, *Associate Editor*

Mr. and Mrs. Howard Wyatt are the proud parents of a baby boy. Mr. Wyatt is a machinist at Plant No. 2.

Mrs. Lizzie Perkins, mother of Harry Brown, employee at Plant No. 2, was buried October 1. The sympathy of the Banner Rock employees is extended to Mr. Brown.

Visitors to Alexandria Factory recently include: S. A. Williams, Vice President in charge of Factories and Mines; L. J. Spangler, Manager of Cincinnati Factory; J. F. Stone and R. C. Parlett of the Sales Engineering Department; G. A. Nicol, Vice President; and P. D. Mallay, Government Department, New York.



The Pacific Division will match its Automotive Distribution Department at any time against any group of automotive men in the organization. The men are, beginning at the top and moving clockwise: Harley L. Hall, Seattle; H. Mayers, San Francisco; Harry O'Brien, Los Angeles; Herbert Mattice, Los Angeles; H. M. Morton, Los Angeles; and V. C. Smith, San Francisco.

S. R. Edwards, student employee in the Engineering Department, was married to Miss Mary Price of Lafayette, Indiana, on October 16 at Lafayette. A party was given in honor of the newly wedded couple after their return from the wedding trip.

Asbestos Factory

George L. Fuller, *Associate Editor*

A. D. Tector visited Nashua Factory recently and received the usual cordial reception given to visitors from other J-M plants.

The Locomotive Repair Department turned over to the Operating Department Locomotive No. 23 completely overhauled.

Messrs. King and Duford are absent from duties in the locomotive repair crew owing to illness.

William McGruer has taken charge of the tinsmiths in Mills 4-A and 4-B, and A. Beaudette has taken charge of those in Mill No. 3.

Gretna Factory

E. Belsom, *Associate Editor*

Lewis H. Brown, President, and S. A. Williams, Vice President in charge of Factories and Mines, visited the Gretna Factory on October 17.

R. B. Hock, Plant Carpenter, and Mrs. Hock attended the International Association of Fire Chiefs Convention at Birmingham, during the week of October 21. Mr. Hock is the Fire Chief of the Gretna Volunteer Fire Department, as well as Fire Chief of the Gretna Plant.

Lompoc Factory

J. H. Merriam, *Associate Editor*

W. J. Nelson, Filtration Engineer, Eastern Division, was a visitor at Lompoc on October 2.

George Purdy, machine shop foreman, went to Wyoming on his vacation, and brought back with him his bride, formerly Miss Vera Ruth Gersmehl of Cheyenne, Wyoming.

A. L. Henning, welder in the Plant Department, has become the proud father of twin girls.

Miss Barbara Ryan of the Purchasing Department was married to Dupert M. Clay of the Stores Department on October 26 at the Episcopal Church in San Luis Obispo.

Miss Dorothy Frazier of the Production Department was married to Hugh D. Hall in Yuma, Arizona, on October 26.

Karl Rourke, Assistant Chemical Engineer, has returned from a motor trip to British Columbia. He is working out milling problems at the Powder Mill with Don Clark, Mill Superintendent.

Mart Wells of the Super-Cel plant is the proud father of a baby daughter.

Tabulating machines have been installed in the Lompoc Factory Accounting Department, and are proving very satisfactory,

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not only in the saving of hand posting, but also in obtaining more detailed information.

Nashua Factory

E. C. HOPKINS, *Associate Editor*

R. R. CANFIELD has just returned from a business trip to Hartford, Conn., and Dayton, Ohio.

CURTIS FINNEY, millwright, has the sympathy of the employees of the Nashua plant in the death of his wife on November 1, after a long illness.

The sympathy of the Nashua Factory employees is extended to TOM HITCHENS, whose mother passed away October 29. Mr. Hitchens works on the ridge roll machine.

The engagement of MISS CATHERINE THOMAS to ARTHUR SAUNDERS has been announced in the Nashua papers. Mr. Saunders is Chemist at the Nashua plant, and just recently returned from Belgium.

W. R. KELTY, Planning Manager, and GEORGE SMOLAK, Chemist, are proud fathers. Mr. Kelty has a new son and Mr. Smolak a new daughter.



Some of the Asbestos employees recently enjoyed a hunting trip in Canadian woods. In the picture are, from left to right, S. Hughes, G. Brown, R. S. Gardner, R. J. Morrison, E. Townes, N. A. Nelson and H. K. Sherry, B. S. MacMillian took the picture. The object hanging from the fish line is the head of a 15-pound Northern Pike.

Weaver-Henry Corporation

C. E. MANGRUM, *Associate Editor*

T. J. PETERSON, Supervisor of Statistics and Accounting, Pacific Division, visited Weaver-Henry Corporation on October 24.

GEORGE M. GRAEF, of the General Auditor's office, is spending some time at Weaver-Henry Corporation assisting in general procedure.

On October 12 PRESIDENT LEWIS H. BROWN visited the Weaver-Henry Corporation. Following an inspection trip through the plant, a short talk was made to the office and sales forces. All present were delighted with the personality and cordiality of Mr. Brown. The brief description of Johns-Manville as to territory covered, variety of products, number of factories, and policies governing the Board and general executives in their decisions impressed the Weaver-Henry employees with the vastness of the organization and with the possibilities which only such policies can offer, both for the growth of the business and the well-being of the employees.

S. A. WILLIAMS, Vice President in charge of Factories and Mines, spent two days with Weaver-Henry Corporation while on the coast.

SYLVESTER L. WEAVER, President of Weaver-Henry Corporation, has been spending some time in Chicago and New York City.

Waukegan Factory

H. W. DEIBLER, *Associate Editor*

ALLAN SMOOT and A. J. SZUCHNICKI of Waukegan Factory stopped for a short visit at Cincinnati Factory on their way to Kentucky.

C. LACKEY of the Stripping Department returned to work the end of October after an illness of four weeks.

LEE HALL of the Stripping Department was recently married to MISS L. CLEMONS.

J. P. KOTTCAMP, Manager; GEORGE ELLINWOOD, Superintendent, Packing Department; and S. COLLIER, Chief Chemist, all of Waukegan Factory, spent the week of October 14 at a conference in New York.

C. H. SHOEMAKER of the Asbestos, Quebec, Mines, spent October 29 at Waukegan Factory.

AUGUST SLOBE, formerly a foreman at the Pittsburg, California, Factory, has returned to Waukegan and is working in the Punch Department, Shingle Plant.

The sympathy of the Waukegan employees is extended to F. C. BOGGESS, Purchasing Department, in the death of his mother at Decatur, Illinois.

C. H. JEFFERS of the Waukegan Shingle Company, one of the oldest employees in term of service, recently underwent a major operation at the Victory Memorial Hospital.

SPORTS

The Cincinnati Factory's Bowling League opened its season officially on September 25, with the Punch Department rolling against the Office, while the Engineering



At the left, N. A. Nelson shows the moose who is boss, and at right, the hunters return with their trophy. The men are Mr. Nelson and R. J. Morrison of the Asbestos organization and their guide.

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attended by members of the division staff and Toronto District Office.

W. M. Hiller, Vice President, and F. L. Sherry, District Sales Manager, wholeheartedly joined into the spirit of the occasion, and it was acknowledged to be highly successful. To mark the enthusiasm of all members of the Company at Toronto, the staff poet produced the following to commemorate the winning of the Theodore F. Merseles Memorial Trophy by the Canadian Division:

J-M YELL

One, two, three—Who are we?
J-M boys and girls, you see
Are we happy—Are we proud?
Then let's shout it long and loud.
Why are we shouting? What have we done?
The trophy for sales is what we've won
V-I-C-T-O-R-Y—VICTORY!

Executives, superintendents, and department heads of Waukegan Factory saw the Cubs-Giants baseball game at Chicago Saturday, September 21, attended a dinner at the LaSalle Hotel and then enjoyed the evening at the theater.

J. E. Begert, Manager, Banner Rock Plant, and H. J. O'Brien, also of Banner Rock, were guests. Mr. O'Brien was presented with a Gladstone bag by his friends at Waukegan Factory.

W. B. Koehler, Sales Manager, Weaver-Henry Corporation, shot eight consecutive rounds of golf in 84 recently.

The hunting season opened in a blare of trumpets as far as the Canadian J-M employees were concerned. Messrs. Sherry, Nelson Morrison and Piché had the good fortune to bag three moose in their native haunts.

Waukegan J-M Bowling League swung into action September 20 for the coming season.

The Sport Classic of Alexandria Factory occurred a few weeks ago when the Accounting Department, represented by W. R. Kaufman, defeated E. R. Stevens of the Production Department in a 9-hole round of golf. This match, very special in its nature, was held at the Elwood Country Club and had a very spirited following. Mr. Kaufman won on the last hole, the scores being 46 and 45.

A new club is being organized by Mr. Soutar, accountant, Asbestos Factory, to push ahead Rugby football locally. This promises to be a success, as an enthusiastic spirit prevails in the development of this sport.

Tennis enthusiasts of the Research and Development Department, Manville Factory, are proud of the fact that two of their number won the finals at the Somerset County Tennis Championships recently held in Somerville, N. J. Dr. Bailey Townshend and Gerald Kerr, a recent addition from the Celite Laboratory at Lompoc, were winners of the top and bottom half of the draw respectively.

Before the largest crowd ever assembled in Somerville to see a tennis match Kerr defeated Townshend in three straight sets 8-6, 6-2, 6-2, to win permanent possession of the Woldin Trophy. The contest was very even throughout with both men playing exceptional tennis. Greater court covering ability and an aggressive net attack finally accounted for Kerr's victory after Townshend had secured an early lead.

Of the first five seeded players in the tournament, four were members of the Research and Development Department. Davier and Coss were seeded No. 4 and No. 5.

Answers to the Questions on Page 10

11. W. R. Seigle, Chairman; Walter H. Aldridge, President of the Texas Gulf Sulphur Company; Francis D. Bartow of J. P. Morgan and Company; Lewis H. Brown, President of Johns-Manville; George B. Everitt, President, Montgomery Ward & Co.; H. E. Manville; Alfred P. Sloan, Jr., President, General Motors Corporation; George Whitney of J. P. Morgan and Company; and Clarence M. Woolley, Chairman of the Board, American Radiator and Standard Sanitary Corporation.

12. Lewis H. Brown, President; L. R. Hoff, Vice President in charge of Sales; S. A. Williams, Vice President in charge of Factories and Mines; E. M. Voorhees, Secretary and Treasurer; and J. S. Adams, Assistant to the President and Secretary of the Board.

13. Eight departments: Industrial, Transportation and Government, Power Products Distribution, Building Materials Distribution, Automotive Distribution, Sales Procedure, Sales Engineering, and Architectural Service.

14. Approximately 75 percent of the total number of employees work in the factories and mines.

15. Each factory is operated under the direction of a Factory Manager reporting to the Vice President in charge of Factories and Mines. The Factory Manager is, in general, assisted by a general superintendent, building superintendents, and foremen, but the plan in each factory differs somewhat according to the size of the plant.

16. Each Division is directed by a Division Sales Manager reporting to the Vice President in charge of Sales. Assisting the Division Manager are Department Sales Managers, Service Department Managers, District Managers and Sales Office Supervisors.

17. Each Division is divided into Districts under the direction of District Managers.

18. The Districts are divided into Sales Office territories, each directed by a Sales Office Supervisor.

19. One Headquarters Office, five Division Offices, 21 District Offices and 54 Sales Offices housed under 61 roofs.

20. By Johns-Manville International Corporation, a holding company for subsidiaries engaged in business outside the United States and Canada.

New Organization Plan in Effect in Eastern Division Headquarters

The new Division organization parallels the General Headquarters plan as closely as possible, consistent with local conditions. The bulletin issued on the Eastern Division organization includes the following Division Headquarters staff: (See photographs on opposite page.)

H. P. Rankin, Division Sales Manager; T. J. Roberts, Assistant to Mr. Rankin.

Industrial Department: J. A. O'Brien, Sales Manager; R. T. O'Brien, Sales Supervisor, equipment, special accounts; H. D. Crawford, Sales Supervisor, chemicals and paints, oil, natural gas, rayon, paper and lumber; J. S. Charles, Sales Supervisor, non-ferrous metals, iron and steel; J. H. McManus, Sales Supervisor, public utilities.

Transportation and Government Department: R. P. Townsend, Sales Manager.

Power Products Distribution Department: G. V. Dutney, Sales Manager; F. H. Emerson, Sales Supervisor, insulation; W. W. Bainbridge, Special Representative, insulation; F. T. Crow, Special Representative, insulation, packings and power specialties; M. Craighead, Sales Supervisor, packings, fillers and filters, electrical specialties.

Building Materials Distribution Department: L. C. Hart, Sales Manager; W. A. Johnston, Sales Supervisor, asbestos shingles, asphalt roofings, insulating board, home insulation; H. H. Heckroth, Special Representative, home insulation; T. J. Quinlan, Special Representative, insulating board; J. W. Barker, Special Representative, asbestos shingles, asphalt roofings; L. Ogden, Sales Supervisor, Floridene stone; A. L. Gossman, Sales Supervisor, concrete products, asphalt planking; E. A. Scherr, Sales Supervisor, decorative and industrial flooring; W. E. Grant, Sales Supervisor, roofing, waterproofing, corrugated Transite; L. Green, Jr., Sales Supervisor, acoustical treatment; L. S. Ayars, Special Representative, acoustical treatment.

Automotive Distribution Department: H. B. Harden, Sales Manager.

Service Departments: L. A. Baldwin, Manager, Sales Engineering and Construction Department; E. A. Swenson, Sales Engineer, building materials; H. W. Wilson, Sales Engineer, flooring; M. K. Cumming, Sales Engineer, packings, friction materials, textiles and refractories; S. H. McVicar, Office Manager; J. M. Evans, Manager, Architectural Service Department; K. E. Moore, Manager, Sales Promotion Department.

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J. A. O'Brien



G. V. Dutney



H. P. Rankin,
Sales Manager



R. P. Townsend



L. C. Hart

Eastern Division Headquarters Line and Staff

(*See also page* 30)



L. A. Baldwin



S. H. McVicar



T. J. Roberts



J. M. Evans



K. E. Moore



H. B. Harden



O'Brien



H. D. Crawford



J. S. Charles



J. H. McManus



F. H. Emerson



M. Craighead



W. A. Johnston



Ogden



A. L. Gossman



E. A. Scherr



W. E. Grant



L. Green, Jr.



F. T. Crow



W. W. Bainbridge



Quinlan



H. H. Heckroth



J. W. Barker



L. S. Ayars



E. A. Swenson



H. W. Wilson



M. K. Cumming

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