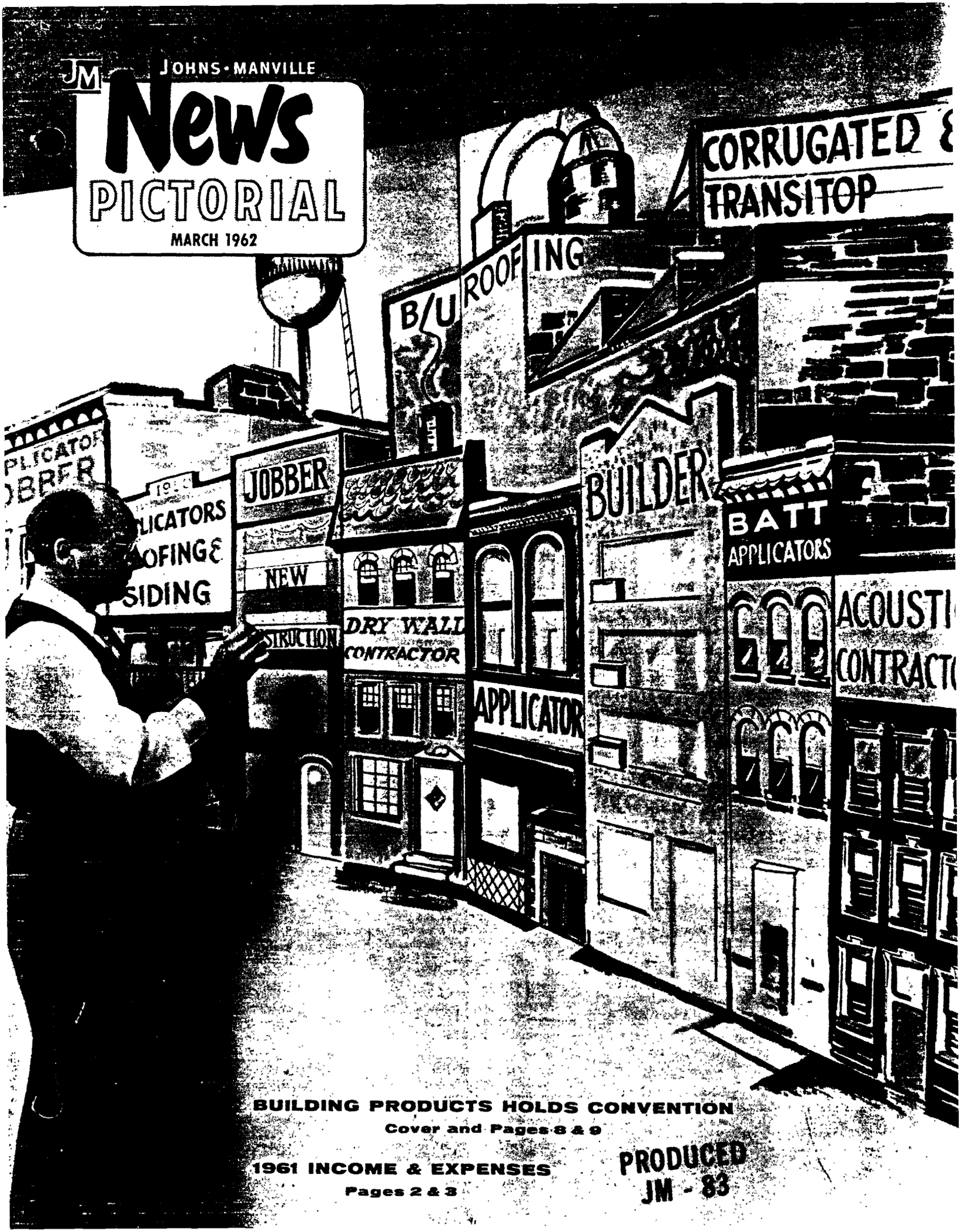
JM JOHNS-MANVILLE

# News PICTORIAL

MARCH 1962




**BUILDING PRODUCTS HOLDS CONVENTION**

Cover and Pages 8 & 9

**1961 INCOME & EXPENSES**

Pages 2 & 3

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# 1961 — J-M

The following letter from President C. B. Burnett appears in the 1961 Annual Report to Stockholders.

More than 2,000 members of the J-M organization who have invested their savings in J-M stock have already received their copies of this annual report to the owners of our company.

J-M employees who do not own stock may obtain copies of the stockholders' report from the Public Relations Department, Johns-Manville General Headquarters, 22 East 40th Street, New York 16, N. Y., or use interdepartmental mail.

February 9, 1962

TO THE STOCKHOLDERS OF

JOHNS-MANVILLE CORPORATION:

We have completed a year of sound progress. It was a year in which we set a record sales volume for our 104-year-old Company. Our ability to sell more enabled all ten divisions of the Company to operate profitably. It was a year generating optimism, despite a profit decline of 10 per cent caused largely by lower selling prices and continuing increases in wages and salaries.

Our optimism is based on excellent—and self-perpetuating—cost reductions installed during the past year, on the elimination from our product lines of low profit, low volume items, and on our profitable overseas operations which already offset the penetration of our domestic markets by old and new foreign competitors.

Strategy to meet such challenges as the European Common Market and other overseas competitive realities was developed several years ago.

As a result we have made—and expect to continue to make—increasing progress each year in expanding our manufacturing and sales organizations in overseas areas and in boosting our exports of materials from the United States and Canada.

One of our most significant 1961 cost reductions makes it possible to mine and mill asbestos ore more economically than imagined a few years ago. This cost saving affords both domestic and world market advantages in the processing and sale of this vital mineral.

Domestic competition, the influx of less costly merchandise from abroad, and the seemingly endless spiral of higher wages, salaries, and accompanying employee benefits make it necessary for us to be innovators through research, improved production, more aggressive world-wide sales activity, effective cost reduction and intelligent management development. Our energies are directed to these ends.

Your Board of Directors joins me in again offering thanks for the wholehearted, helpful spirit of cooperation extended to us by you, our customers and our loyal employees.

C. B. Burnett

## highlights

- In 1961 we established a record sales volume of $377,784,000. Sales the year before were $365,175,000.

- Only once in the past 10 years, however, has our profit per dollar of income been lower than the 6.3¢ we made in 1961.

- The lower figure occurred in 1957 when we made only 5.7¢ per dollar of income. In 1960 we made 7.3¢ per dollar of income.

- Profits for 1961 amounted to $23,862,000, a decrease of $2,646,000 from 1960 profits of $26,508,000.

- In spite of lower profits, we made a great deal of progress in 1961:

- We are majority owners in the development of a new asbestos deposit near Coalinga, Calif. A mill capable of producing 12,000 tons of fibre a year recently went into production.

- Asphalt roofing plants at Cleveland, Ohio, and Madison, Ill., and a roofing paper mill at Avery, Ohio, were purchased to meet customer demands and give better service to asphalt roofing customers in the mid-west.

- Capital expenditures for additions to and improvements and replacements of J-M properties amounted to $21,796,000 in 1961 as compared with $22,886,000 in 1960.

- A new operating division, the Flooring Division, was created Jan. 1, 1962, to provide special attention required by this major product line that previously was produced and sold by the Building Products Division.

- Many products specially developed by J-M find wide use in rockets, missiles, nuclear reactors, cryogenic (extremely low temperature) installations and other technological developments.

- The Mercury capsules which carried the first Americans into space were insulated exclusively with J-M Min-K and Thermoflex insulations to control astronaut compartment temperatures.

- Outstanding new products for business and industry include Acousti-Shell, a fiber glass ceiling panel, and a new epoxy-lined Transite pipe which opens additional pipe markets to us.

- Another new pipe, Chemtite, made of asbestos reinforced plastic, is used in the chemical industrial field.

- We have also developed a new fiber glass roving which speeds production in the glass-reinforced plastic field.



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# INCOME & EXPENSES

| | |
|---|---|
| Net sales | $ 377 8/10 million |
| Dividends, royalties, etc. | 4 8/10 million |
| Total income | $ 382 6/10 million |

| WE HAD THE FOLLOWING EXPENSES: | PAID OUT | CENTS PER DOLLAR OF INCOME |
|---|---|---|
| Payroll and employee benefits | $150 3/10 million | 39.3c |
| Raw materials | 136 4/10 million | 35.6c |
| Wear and tear | 16 9/10 million | 4.4c |
| Taxes | 23 4/10 million | 6.1c |
| Other costs | 31 7/10 million | 8.3c |
| Total expenses | $358 7/10 million | 93.7c |
| We showed a profit of | $ 23 9/10 million | 6.3c |
| | $382 6/10 million | 100c |

PROFITS WERE USED IN TWO WAYS:

| | | |
|---|---|---|
| To stockholders for use of their savings | $ 17 million | 4.5c |
| We reinvested in our business | $ 6 9/10 million | 1.8c |

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# RECENT J-M ASSIGNMENTS



T. R. Smith | S. S. Childs | J. A. Dowling | M. D. Dunn | J. L. Durkin | D. L. Carpenter

## FINANCE DEPARTMENT

The following changes in organization have been made by GHQ Finance Department:

**Accounting & Analysis Department**

*Thornton R. Smith* has been appointed Controller and head of the newly-established Accounting & Analysis Dept. Thornton started with J-M in Analysis Dept. in 1946. After seven years as Controller of Dutch Brand Division he became Chief of Plant Accounting in 1956. He next served as Manager of Analytical Section, and became Controller for Financial Analysis in 1959.

Reporting to the Controller are *J. A. Torgesen*, Manager for Classifications; *A. P. Carpenter*, Manager for Publications and *W. J. Dennison*, Accounting Services Supervisor.

*S. S. Childs* has been appointed to the new position of Manager for Planning & Analysis on the Controller's staff. Sam started with J-M in 1941. He has served as Senior Analyst in Building Products Division Controller's Office, Finance Manager for Industrial Products Division plants at Waukegan, and Controller for both Celite and Pipe Divisions. Since June 1958, he has held the position of Budget Manager, which is now discontinued.

**Methods & Data Processing Department**

*Joseph A. Dowling* has been appointed Director of the newly-established Methods and Data Processing Dept. Joe has over 40 years of experience, ranging over all aspects of the company's accounting and auditing activities. He is licensed as a CPA by the State of New York. In 1953 he was appointed General Auditor, and prior to his new assignment he was Controller of Accounts.

*J. H. Hanford* serves as Manager for Accounting Methods on the staff of Director, Methods & Data Processing. The position of Chief of Plant Accounting is discontinued.

*C. I. Keelan*, Manager for Office Systems, and *I. J. Smith*, Manager, Data Processing, report to the Director, Methods & Data Processing.

**Group and Division Controllers**

*M. D. "Mike" Dunn* has been appointed to the newly-created position of Controller for Mining and International Divisions. Mike joined J-M in 1949. He was Controller, Asbestos Fibre Division, from 1957 to 1960, when he became Assistant to the Vice President for Mining and International Divisions. Reporting to him will be the Controllers of Asbestos Fibre, Canadian Products, Celite and International Divisions.

*John L. Durkin* has been appointed Assistant to the Vice President for Finance in addition to his responsibilities as General Division Controller. Packings & Friction Materials, Flooring and Research & Development Controllers report to John. John joined J-M in 1935 at Waukegan. He transferred to GHQ in 1945 as Financial Assistant to the Vice President for Production. He has served as Controller for B/P Division, Manager of Analytical Section of Analysis Dept., Acting Controller for Asbestos Fibre Division and Director of Office Work Studies. He has been General Division Controller since 1958.

*David L. Carpenter* has been appointed to the new position of Controller, Research and Development. Dave will have responsibility for cost accounting and financial analysis for Research and Development, including New Business Dept., and General Plant Engineering. This position will provide services for these depts. similar to those now provided for the divisions by Division Controllers. Dave started with J-M in 1947. He has served as Analyst in Building Products Controller's Office, DHO; and as Section Head in Manville B/P Plant Finance Office. His most recent position was Senior Analyst in Analysis Dept.

## INDUSTRIAL ENGINEERING

*Jack W. Roberts* has been appointed Director of General Industrial Engineering in General Headquarters. Jack assumes responsibility for both General Methods and General Standards Engineering. Jack joined J-M as a Time Study Engineer at Manville Plant in 1936. From 1940 to 1943 he was Manager of Cost Reduction Dept. at Waukegan. In 1946 he became a Project Engineer at Manville. In 1947 he was promoted to Manager of General Methods Engineering Dept.

*Gordon A. Wall* has been appointed Standards Section Manager to assist the Director of General Industrial Engineering. Gordon joined J-M in 1946, with a background of seven years' experience in Standards Engineering with another firm. In 1949 he was promoted to Standards Section Supervisor.

## BUILDING PRODUCTS

*A. B. Marchant* has been appointed to the position of Production Manager of Building Products Division. He is also named a Vice President of Johns-Manville Products Corporation. A. B. joined J-M in 1939 at Jarratt (Va.) Plant. He has been Manager of Natchez Plant and Waukegan Plant. In July of 1961 he came to

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**JOHNS-MANVILLE NEWS PICTORIAL**

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**New York 16, N. Y.**
*Printed in U.S.A.*

Clinton B. Burnett, *President*
Herbert Morton Ball, *Secretary*
James M. Shackelford, *Treasurer*

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J. W. Roberts | G. A. Wall | A. B. Marchant | C. A. Eberle, Jr. | L. W. Churchill, Jr. | C. E. Shepperly | G. E. Grimshaw, Jr.

DHQ, New York, as Assistant Production Manager of the Division.

*C. A. "Buzz" Eberle, Jr.*, has been named District Sales Manager of Philadelphia B/P District. Buzz spent 18 years in Philadelphia District as Junior and Senior Salesman before assuming the position of Assistant District Manager at St. Louis in 1958. He became District Sales Manager at St. Louis in 1959.

*L. W. Churchill, Jr.*, has been named District Sales Manager of Boston District. Larry was a Salesman in New York District for 20 years prior to his appointment as Assistant District Sales Manager at Philadelphia in 1956. He was appointed Assistant District Sales Manager of New York District in 1958, and District Manager at Philadelphia in 1961.

*C. E. Shepperly* has been appointed Product Manager for Spintex and Fiber Glass Home Insulation. Chet came with J-M at the time of the acquisition of L.O.F. Glass Fibers, Inc., in December of 1958. Since 1959 he has served as Assistant Product Manager for Glass Products, which included product responsibility for Mobile Home Insulation and Insulation for Metal Buildings, as well as dealer items sold to the Mobile Home Industry.

## INDUSTRIAL INSULATIONS

*George E. Grimshaw, Jr.*, has been named to the newly-created position of Manager for Refractory Sales. George will be responsible for promoting the sale of refractories, insulating brick and insulating fire brick by working directly with districts, formulating sales plans, making customer contacts with district representatives and advising districts regarding sales problems with individual customers. George joined J-M in 1946 as Assistant District Engineer at Cleveland and became District Engineer in 1949. Since 1950 he has been a Salesman in Pittsburgh District.

## INDUSTRIAL RELATIONS

Transfer of several Industrial Relations activities has been announced by C. W. Hite, Vice President for Industrial Relations:

*John P. Woodard* is Assistant to the Vice President for Industrial Relations with responsibilities as assigned by the Vice President.

*Fred M. Armstrong* has assumed responsibility for policies, salary administration, and retirement, and continues with his Employee Relations duties. *E. B. Childs* has assumed the administration of the retirement plan in addition to his salary administration duties.

*Hugh M. Jackson* has assumed the responsibility of Management Development and continues with his Training duties.

*Dr. Kenneth W. Smith* has assumed responsibility for employee insurance program in addition to his Industrial Health duties.

## Announcements

### IN MEMORIAM

ARTHUR CARON
Asbestos, Dec. 26

DOUGLAS B. TAYLOR
Waukegan, Dec. 31

ARTHUR COTE
Asbestos, Jan. 4

FRANK RUBITO
Manville, Jan. 4

JOHN ADAMS, SR.
Manville, Jan. 6

FRED R. VAN DERWAAG
New York, Jan. 10

JOSEPH F. DRONG
Manville, Jan. 13

[illegible]RY L. PHILLIPS
[illegible]kegan, Jan. 13

WILLIAM S. SHANNON
New York, Jan. 16

GAETANO BONADUCE
Manville, Jan. 17

DAN RADER
Zelienople, Jan. 17

### QCC INDUCTIONS

At BOSTON CHAPTER on March 1, dinner, Sheraton Plaza Hotel.

NORMAN J. ADAMS
ALBERT H. CHASE
HELEN C. ESTEY
HILDA E. STROMBERG

### RETIRING—April 1

EMILE BLUEIN, Marrero
WILLIAM J. BUCKLEY, New York
HAROLD COLEMAN, Waukegan
PAUL L. DREWS, Cincinnati
MARIE DUDECK, Manville
OSCAR G. ERVIN, Alexandria
WADE GIFFORD, Jeffrey Mine
JOSEPH GONZALES, Manville
BEN GRIFFIN, Natchez
HENRIETTA KALINOWSKI, Manville
SIDNEY NORMAN, Waukegan
WILLIAM OLIVER, Manville
RUSSELL VOSS, Richmond Plant
RUDOLPH P. ZIRKELBACK, Waukegan



### DICK HARDY AND WIFE NAMED BEST CITIZENS

Bay Village, Ohio, Kiwanis Club honored Mr. and Mrs. Richard D. Hardy "Bay Village Citizens of the Year" at a dinner meeting held at St. Barnabas Church. Dick is Architectural Representative for Building Products Division in Cleveland District. Dick helped reactivate The Citizens Assembly Committee and has been active in Kiwanis, Junior Achievement, Get Out and Vote, and other activities that have aided the community. His wife, Florence, has been active in Red Cross and Girl Scout Work.

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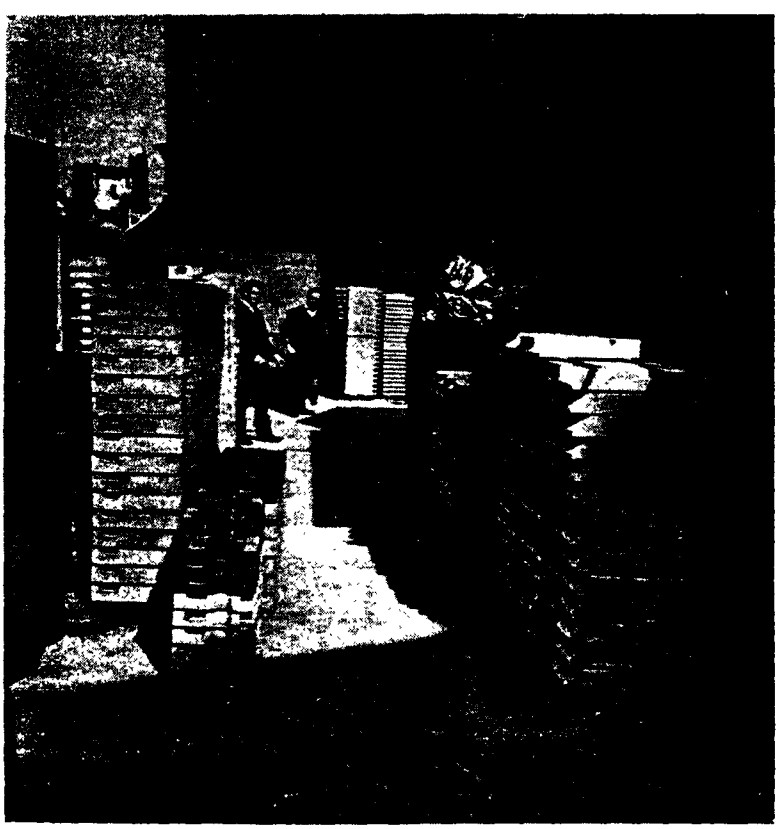
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## INTERNATIONAL MANAGERS ATTEND MEETINGS IN EAST

*Above:* This group of United States business men met with government officials of India recently in New Delhi, India. Third from left on far side of the table is R. S. "Olie" Olson, Manager of Engineering for International Division. At right in the foreground is India's Prime Minister Jawaharlal Nehru, who met with the group for one session. The meeting was the sixth annual Business International Indian Roundtable meeting. *Above right:* Farther east, Bjarne "Barney" Asper, Manager for Marketing for J-M International Division, speaks at a dinner held by Tokyo Kogyo Boyeki Shokai, Ltd., in Japan. Company is exclusive Japanese importer of "Johns-Manville Products", and is now led by Mrs. Yae Fukuoka, 2nd from rt., President. From left are D. Fuziwara, M. Nishimura, Mrs. Fumiko Ieda, Barney, Mrs. Fukuoka, and M. Muto.





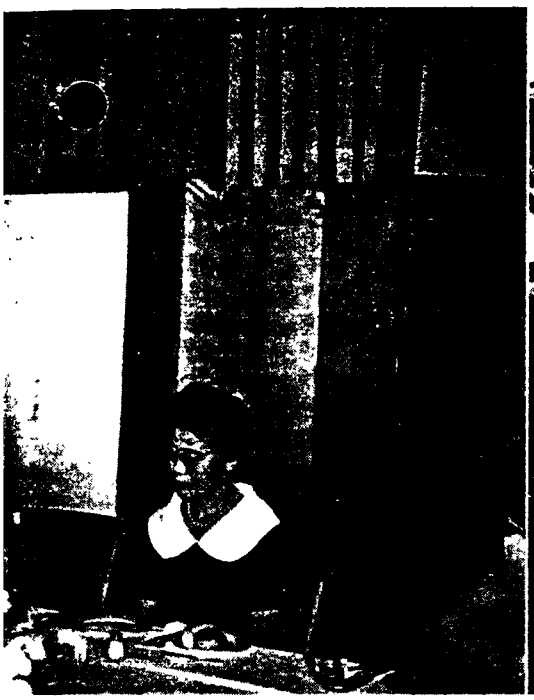
## FRENCH DISTRIBUTOR SELLS JOHNS-MANVILLE PRODUCTS

*Left:* Ets. Guy Gouin, J-M's French high temperature insulation distributor, sells our French made insulating fire brick as well as U. S. made Cerafelt, block insulation and refractory cements. This order at Gennevilliers Plant near Paris, involved 22 tons of refractory cement from Zelienople (Pa.) Plant to make special shapes for construction of seven cup ovens for alumina treatment. From left, are Pierre Devidts, Technical Mgr., and Gaston Sabatini, Plant Controller.



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## PARIS OFFICE LAUNCHES CELITE SALES CAMPAIGN

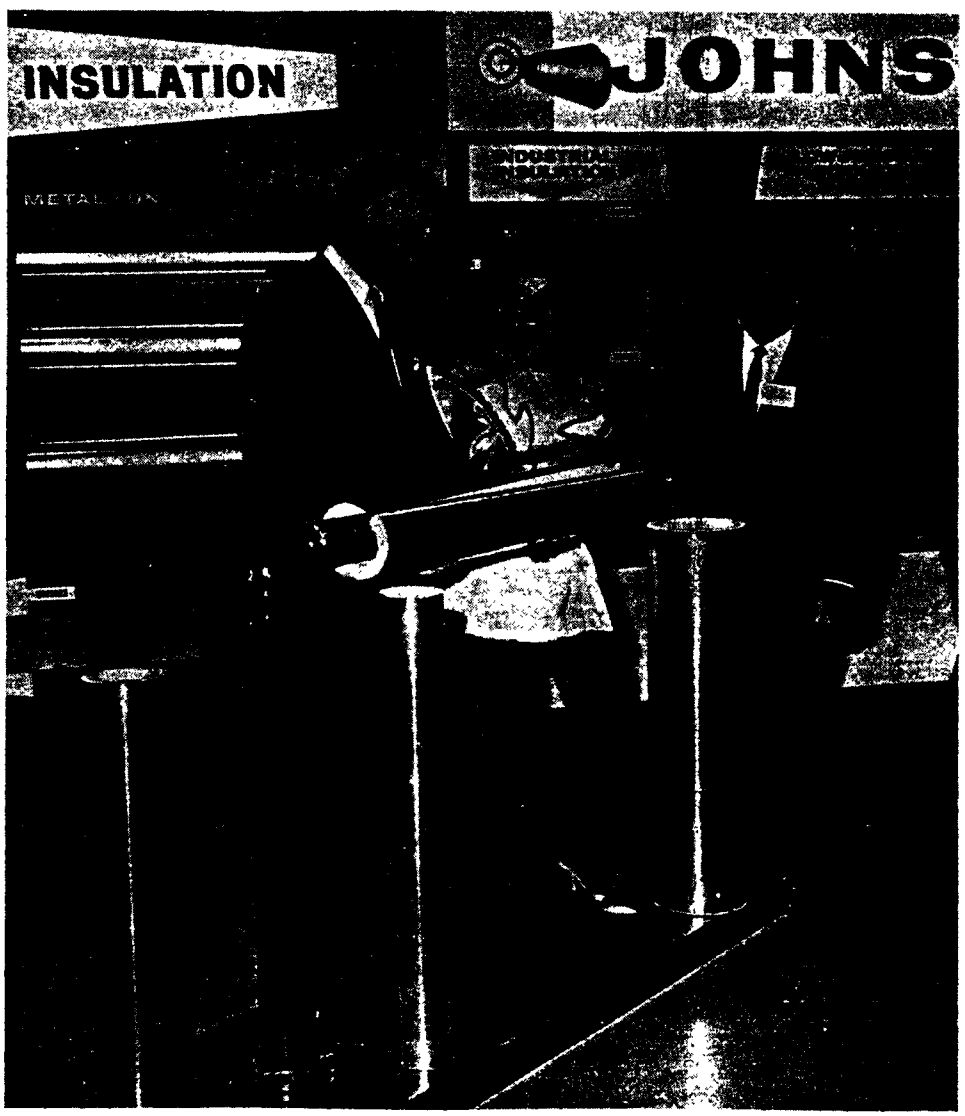
*Above right:* Andre Jean Guillon, Celite Sales Engineer, discusses a promotional campaign for Celite in the Burgundy wine area with Marcel Raffard, Celite Sales Manager of Johns-Manville de France at the Paris Office. At right is Denise Fillion, Secretary.

## J-M SPONSORS DISPLAY AT NUREMBERG, GERMANY

*Left:* Johns-Manville sponsored this display at the Oil Heating Equipment Exhibition in Nuremberg, Germany. From left are Gunther Muxfeldt, Sales Engineer; Sepp Zeug, Sales Engineer; and Winfried Knuth, Sales Assistant. The men are with Oscar Gossler, K.G., of Hamburg, J-M's high temperature insulation specialists in Germany.

## METAL-ON FEATURED IN CANADIAN SHOW

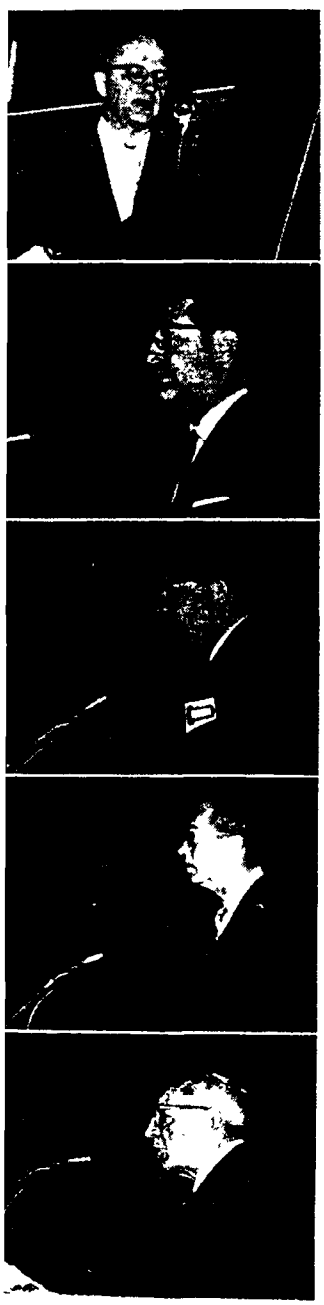
*Right:* Metal-On pipe insulation was featured in J-M exhibit at the recent Power Show in Toronto, Canada. Kathie Sinclair, a professional model employed by J-M for the show, demonstrates the product for Bill Hodgson, right, Canadian Commodity Manager for Industrial Insulations. George Biggs, left, Toronto District Manager for Industrial Products and Pipe Sales, finds the subject most interesting, too.




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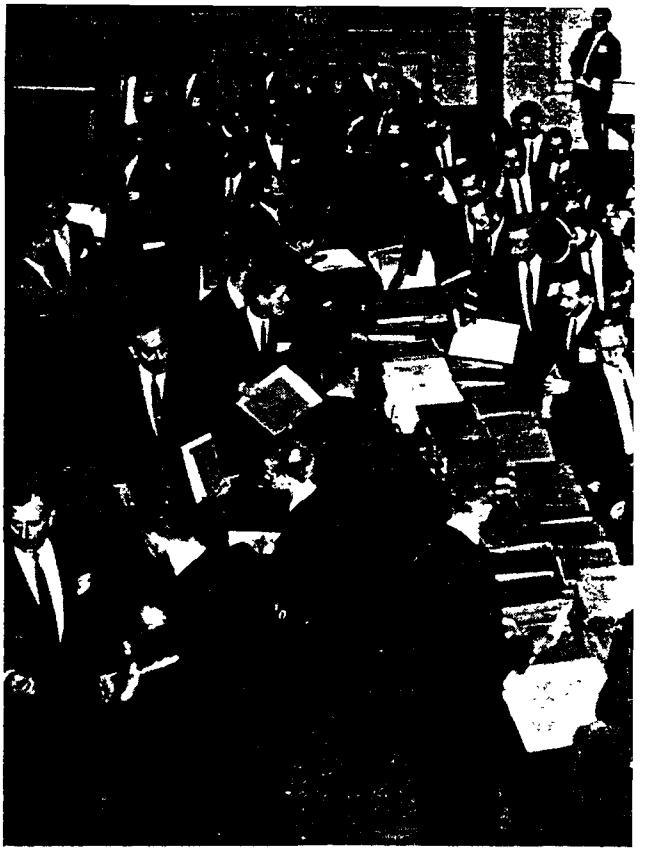
3



4



5



Toward the close of the convention those attending mo
copies of a pamphlet containing full details of conventior
sales aids to use as reference upon returning hom

**OUR COVER** Charles Briegel, of B/P Construction Dept.
was used as background for one of George Marten's tal
Manager, George pointed out to his sales force that mor
sides of the street to seek out new accounts. Painting is
tion to his job.



*Left:* Seventeen new products were announced by Product Managers at the convention, probably the largest list of newly-developed J-M products ever released at one time. All of them were featured in a room at the back of the convention hall called the Sideshow. Shown here in the Sideshow are A. W. Rohde, left, of Milwaukee, and W. F. Marks, of New York.

Here are some of the convention's key speakers and what they said: 1 C. B. Burnett, J-M President, told the men that the company's growth plan for 1962 points toward more sales and higher profits for B/P Division, based on more comprehensive market studies, development of better products, accelerated cost reductions, and better sales effort in every territory. 2 F. H. May, Jr., Vice President for Finance, said J-M must maintain its leadership of the building industry in order to better serve its customers, stockholders, employees and our entire society. This we can do if we at all times recognize the absolute necessity for an improvement in profits, the accomplishment of which is the key responsibility of sales. 3 R. F. Orth, Vice President for Sales and Pipe Division General Manager, told the B/P Salesmen that to meet the challenge of mounting competition from abroad and here at home, the company must field a corps of real sales professionals. 4 Opportunities for rapid advancement and top pay now offered by J-M are the best in the business, F. E. Dutcher, B/P Division General Manager, told his sales representatives and executives. 5 W. C. Bober, J-M Economist, said the long term outlook for the construction industry is brilliant—and the short term outlook is very good.



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d to the back of the room to pick up peeches, new product brochures and

DHQ, is shown painting a stage set that "Main Street, U.S.A." As General Sales ales can be obtained by working both arles' hobby. He did this work in addi-

# BUILDING PRODUCTS HOLDS LARGEST J-M SALES CONVENTION

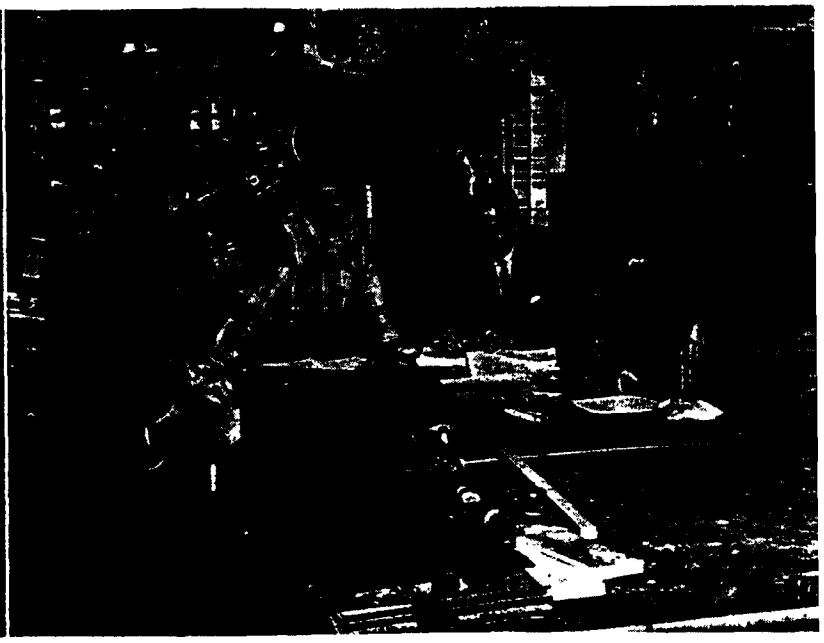
Building Products Division held the largest sales convention in Johns-Manville's 104-year history January 23 and 25. Some 510 Division Salesmen and representatives of Division Research, Architecture, Finance, and Production Departments met for the three-day conference at the Hotel Commodore in New York City. The symbol of the meeting was "The Golden Key to Success." (See drawing on page 8.)

The convention served as a kick-off for a program that is expected to make 1962 the best year in Building Products Division's history. Announcements of new products, new ideas on selling, and new advertising, promotion and publicity to assist in selling, were received with enthusiasm. The men were called upon to give the greatest performance ever expected by J-M.

The 510 Building Products men returned to their areas of the United States aware that they are members of a team that will set new records in growth and progress for Johns-Manville in the coming years.



The convention was not all work and no play. At the banquet held on the second evening, Frank Fontaine, television, screen and radio comedian appeared. He's at left gagging with George Mc[illegible]s, B/P General Sales Manager, who was host at the banquet. George was one of the busiest men at the convention. He made opening and closing remarks and spoke to his Salesmen twice during daily sessions.



Before the convention many meetings and work sessions were held at DHQ. Working on an asphalt roofing display at J-M's Glendale Warehouse are, from left, Jerry Attridge, Asphalt Roofing Product Manager; Joseph L. Cutroni, of B/P Engineering Staff; Paul Voigt, Manager for Design Engineering and coordinator of all convention planning; and Grant Edmonds, of Design Engineering.

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Adrian Verduzco

Eva Delucchi



Bjarne Asper

Win Johnston



Rose Bodeman



W. P. Hahn



H. E. Schall

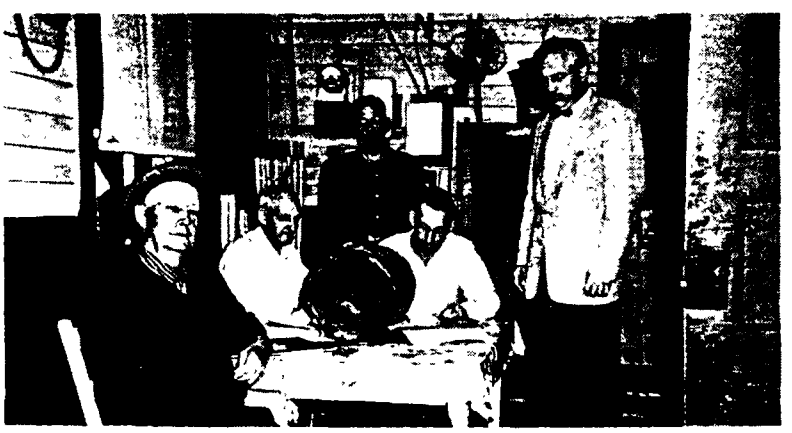
# Women Behind The J-M Men



**Mrs. Eva Jean Delucchi** is a Steno "A" serving Stockton (Calif.) Pipe Plant's Traffic Manager, Adrian Verduzco. Eva also serves as Relief Operator for both the telephone switchboard and teletype. She and her husband, Gene, live in an apartment in Stockton, which is Eva's home town. She attended Stockton College for a year and then switched to Maud Cornwell School for Secretaries. Eva has been with J-M four years. Her favorite recreation is bowling.

**Winifred Johnston** is Secretary to Bjarne Asper, Manager of Marketing in International DHQ. Win has been with J-M for 23 years. She worked nine months on a temporary basis for the office of Lewis H. Brown, then J-M President. She joined International Division in 1939 as typist in Order & Billing Dept., and later transferred as Secretary to International's Traffic Manager. She has been Bjarne's Secretary since 1942. Win enjoys swimming and traveling and spends summer weekends and vacations at a lodge at Lake Mohawk, N. J. Known throughout the Division for her sense of humor, Win says one of her hobbies is "trying to outwit the General Mgr.".

**Mrs. Rose Bodeman** is the woman behind two J-M men. The Toledo Fiber Glass DHQ Office Secretary serves William P. Hahn, Technical Manager, and H. E. Schall, Controller. A native Toledoan, Rose joined Glass Fibers, Inc., a J-M predecessor, 10 years ago in Customer Service Dept. She became Secretary to H. E. Schall and John Keenan. John is now Production Manager for Textiles and Waterville Plant Manager. When Bill Hahn moved to Fiber Glass she assumed secretarial duties for him, also. She served all three until December of 1961. Rose's husband, Dale, whom she married in December 1960, is a Lucas County Deputy Sheriff. Last summer Rose took up the sport of water skiing.



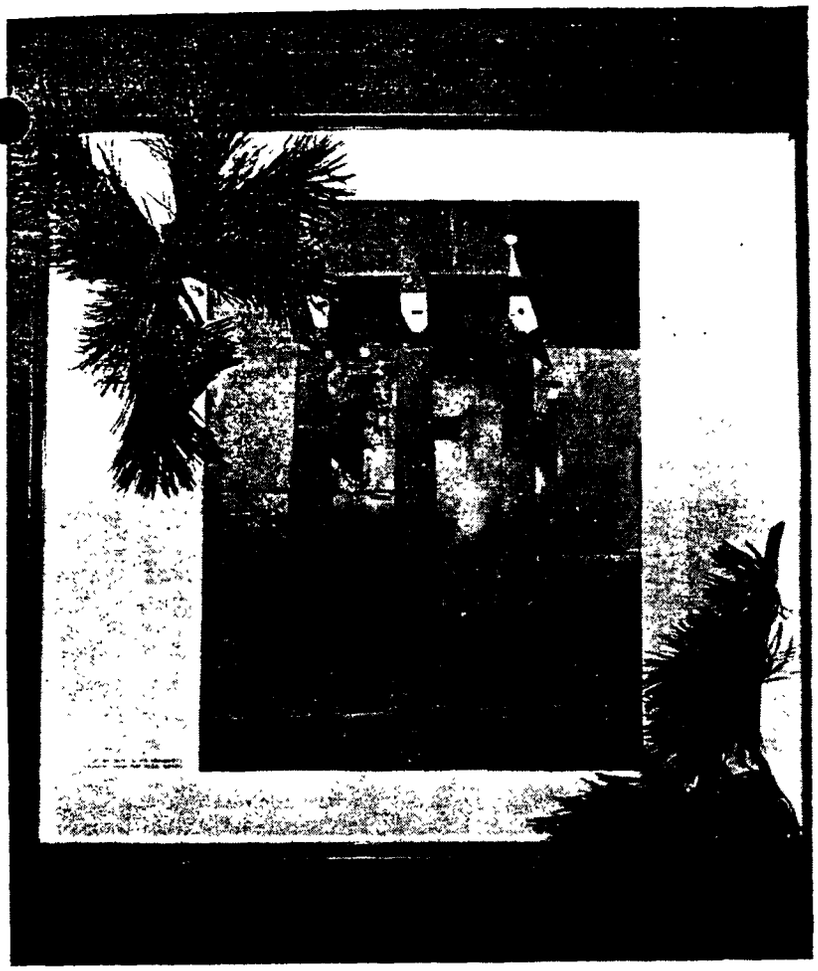
## Jarratt Men Serve As Election Officials

Four former J-Mers and an active J-Mer at Jarratt (Va.) served as election officials for Jarratt precinct. Belfield District, Greensville County. Seated, from left, are T. J. Abernathy, J. L. Grant, Sr., both retirees, and J. L. Grant. Jr., former temporary watchman. Standing at back is L. B. Pritchett, retiree, and at right is P. H. Dale, presently of the Building Products Plant's Industrial Engineering Dept.



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## Can You Guess What It Is?

*Left:* Here's a Christmas decoration that was prepared by Pat Quinn Cagnassola and Barbara Bauer of J-M Research Center Special Services. The girls made the ultra-modern design from pieces of J-M floor tile as a holiday salute to new Flooring Division. The design was adapted from a Christmas card. Have you guessed yet? It's the Three Kings.





**PHILADELPHIA J-MERS TAKE LOOK AT MANVILLE**

*Top right:* A group of J-Mers from Philadelphia Sales Office visited Manville (N.J.) Industrial Insulations Plant to review factory operations and to improve communications with the local Order Writing & Scheduling personnel. From left are, D. H. Gallagher, Manville Planning & Scheduling Supervisor; Doris Sanford, Sales Clerk; Posy Sullivan, Administrative Assistant; Genieveve Schneider, Sales Clerk; Tom Williams, District Sales Manager; and Ottmar Goetz, Order Clerk, all of Philadelphia.

**MARRERO ADDS PIPE AIR CURE BUILDING**

*Center right:* Shown here is the new Air Cure building for Marrero (La.) Pipe Plant as construction was being completed. The 100-feet wide by 160-feet long building is just east of steam cure tanks, and will provide temperature and humidity controlled air space for curing pipe to insure better quality and stabilize the manufacturing cycle. Temperature will be about 60 degrees F at all times, eliminating inconsistent outside atmosphere during the air cure cycle. Moisture content of pipe is important during manufacturing and curing operations to maintain final strength qualities.

**ATTEND SKILL DEVELOPMENT SESSIONS**

*Right:* Men from Molded Packings Dept. of Manville (N.J.) Packings & Friction Materials Plant, have been attending Skill Development sessions. One of the groups is shown here. Standing from left, are George Tarby, Dept. Foreman; Thomas Malchitsky; Roy Winkworth, Toronto Plant Training Engineer; Joseph Henningsen, Manville Plant Training Engineer; Ralph DeMatteo; Harry Lysy; Martin Timofiev; Robert McCann and David Alves. Seated, from left, are Stanley Kowal, Jr., William Newland, Steve Forktus, Joseph Konkula, Joseph Gazo, George Solomon, Charles Raymond and Edward Kusko. The courses provided employees with general background information about such subjects as company organization, and reviewed important job skills and procedures.

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### A DEEP FREEZE HITS THE DEEP SOUTH

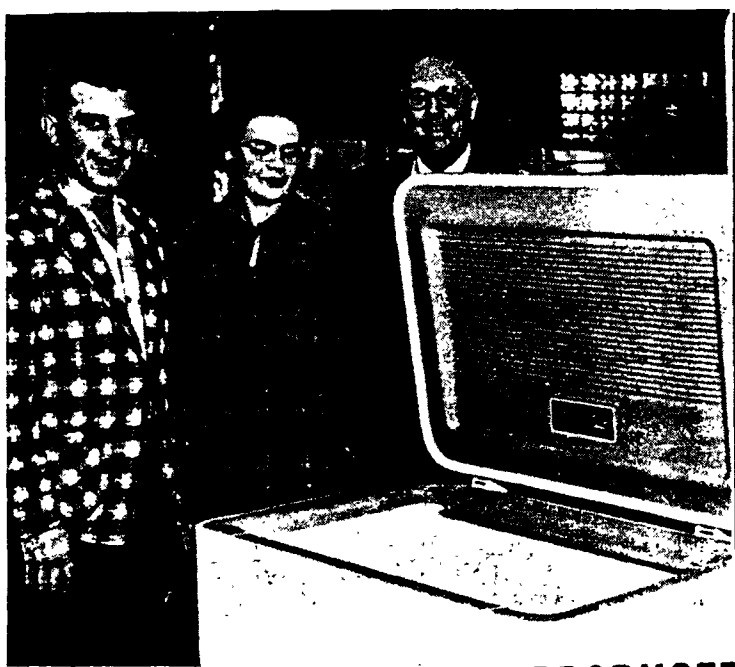
Coldest weather of the century hit the deep South in January of this year. Natchez (Miss.) Building Products Plant recorded this rare sight. The ice had accumulated on Finishing Department's fittings and valves of the dust collectors.

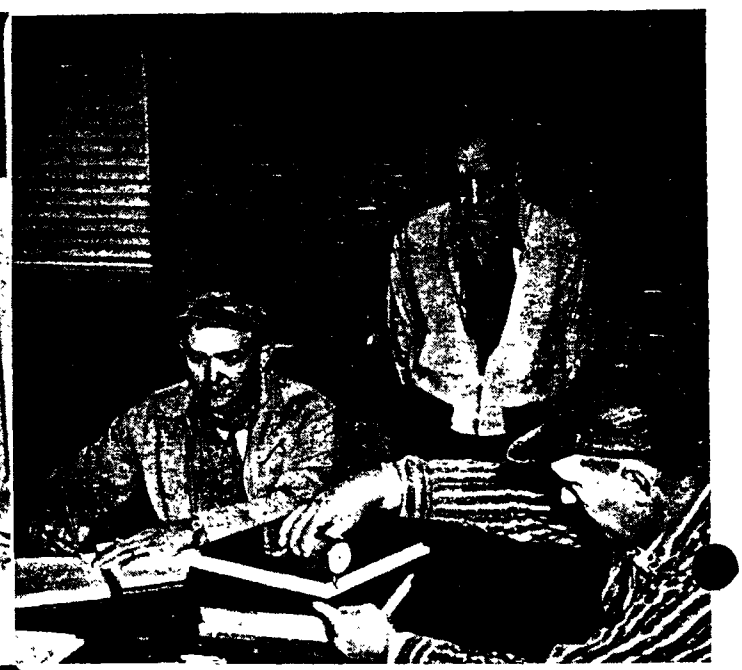
### SHOOTS DEER AND WINS A FREEZER

*Lower left photo*—Bruce Waterburry, left, Beginner Mechanic in Erection & Repair Dept. at Klamath Falls (Ore.) Building Products Plant, stands with his wife and J. V. Owens, proprietor of Cascade Home Furnishings store. Bruce won the home freezer by winning the "Largest Buck" contest sponsored by the store. Bruce shot a four-point buck deer weighing 224 pounds to win the contest.

### JARRATT EMPLOYEES DEVISE A MORE ACCURATE GAUGE

*Below* — William Ferguson (right) Skilled Machine Operator in Finishing Dept. at Jarratt (Va.) Building Products Plant, measures dimensions on Kerfed and Cut Back Fibretone with a new gauge devised by plant personnel to measure extremely critical tolerances. It is a dial micrometer gauge scaled to 1/1,000 of an inch, and it has helped the plant to improve the product, achieve customer acceptance and reduce rejections and waste. Winfield Allen (left), Finishing Dept. Chief Inspector, records the measurements called off by William. Anse Andre, Finishing Dept. Foreman (center) supervises the operation which has been adopted as standard practice.







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# Madison Takes Action to Reduce Rejects

Employees of the Madison (Ill.) Building Products Plant have set themselves some tough but realistic goals to reduce losses and rejects.

In 1961 Madison managed to hold rejects to only 2½ cents out of every dollar of manufacturing costs. Plans have been laid to reduce the costs of rejects in 1962 to only 1½ cents of every dollar of manufacturing costs. This reduction will result in a savings of approximately $9,500.

Madison's method for reducing losses will work through improved product scheduling resulting in less down-time.

During 1961, down-time amounted to 5½ hours out of every 100 operating hours. Lost time during 1962 will be reduced to only 3½ hours out of every 100 hours of operation.

* * *

*In the photo at upper left, plans, trends, and goals are discussed by Tom Schaffer, Production Superintendent (seated), Homer Campbell (left) and Harvey Dennis, Foremen.*

*In upper center photo, Joseph Rippey inspects a shingle for proper weight and measurements at the Shingle Cutter. Continuous checking during the manufacturing process assures that adjustments can be made in time to prevent rejections.*

*Eugene Townsend, Shingle Packer (upper right photo), counts and packs the specified number of shingles into each package to guarantee full measure of value to the customer.*



**MANUEL'S IDEA FOR FIXTURE REDUCES REJECTIONS**

Manuel Rios (right) Machine Attendant at the Corona (Calif.) Fiber Glass Plant, points to a fixture on the end-cutter for pipe insulation. Manuel got the idea for the fixture which he thought would reduce rejections. After he described his idea, the fixture was made by plant engineering. It can be adjusted for various pipe insulation sizes, and it holds them in proper position for a clean cut. Rejections caused by improper end trims have dropped considerably since the fixture was installed. At left is Vic Williamson, Shift Foreman.

## To Protect Your Loved Ones, Good Intentions Aren't Enough

Does Johns-Manville have up-to-date information about changes in your family status since you joined the company?

Our Group Life Insurance program continually demonstrates its value to J-Mers by paying substantial amounts of money to designated beneficiaries.

Each J-M employee owes to himself and his family to be sure that the person he *originally* named to receive the proceeds of his Group Life Insurance is *still* the proper person.

Remember that thousands of dollars are involved!

It is strongly urged that you immediately make any change in your beneficiary designation that will bring your affairs up to date. You will thus avoid confusion and know that your loved ones will be protected if you should die.



In addition to keeping J-M up to date on family changes, it is highly advisable for you to consult your attorney from time to time to be assured that your assets will be distributed as you wish. In many instances, a husband and his wife should each have a will, unless complicated trusts are involved, this is not costly and it should receive your attention.

As stated in your Group Life Insurance and Retirement Plan booklets, you may name anyone you wish as your beneficiary and you may even designate the method of payment. Furthermore, you may change your beneficiary at any time. It costs nothing to check with the company concerning your beneficiary designations.

Don't delay—Do it today! And keep your records up to date!

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# *What's for Sale?* J-M MOVABLE WALLS

*This is the sixth in a series devoted to acquainting all J-Mers with the full range of our products. The more informed we are of what we make, the better we can help ourselves and our communities to find the needed materials. Save these pages, and . . . "spread the word."*



**Here's a room that gives an indication of the versatility of J-M Movable Walls. HIGH WALLS are used in the background. LOW WALLS with glass panels at the top and LOW WALL railings with marbleized facing separate the desk spaces. Special variations can be made to suit customer needs such as the free-standing partition at center and telephone booths at right.**

One of the groups of products made primarily from asbestos fibre is Movable Walls. These walls are used to enclose room spaces in commercial, institutional and industrial buildings. Movable Walls can be put up. re-arranged or removed in a jiffy. They can be decorated in a wide variety of finishes such as paint, wood veneers, mosaic tiling and vinyl fabrics.

HIGH WALLS and LOW WALLS are fireproof panels made in the factory with an all-mineral core sandwiched between Flexboard facings. HIGH WALLS may be from floor to ceiling. LOW WALLS are usually 5½ feet high—3½ foot panels with two-foot sections of Corrulux or glass on top. Colorlith can be used instead of Flexboard for use as additional chalkboard space in schoolrooms.

*Imperial Walls* are heavy-duty, fireproof walls constructed at the job site by supporting asbestos sheets on steel studs. One type is made of Transite, and the other is made of Marinite. They are especially adaptable to uses in laboratories and hospitals.

*Universal Walls* are factory-made, fire-resistant sandwich panels with a wood and insulating board core, faced on both sides with Flexboard. Universal walls include interchangeable panels for free standing or floor-to-ceiling partitions.

Perhaps your own working area within J-M is enclosed or partitioned with one or more of these Movable Walls.

"Spread the word" about new construction of office buildings, laboratories, factories, schools and hospitals in your area. Write a note and pass it on to your Office Manager or Foreman. They'll see that your note is forwarded t[illegible] District Office personnel who will pass it on to Building Products Salesmen.



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## CHILDREN VISIT SANTA AT JOHNS-MANVILLE PARTIES

*Above:* Shown at the Reception and Registration desk for the 7th Annual Children's Christmas Party held for Waterville (Ohio) Fiber Glass Plant and Technical Center are from left, Mrs. Dick Boyer (Dick is Foreman in Fiber Forming Dept.); Santa Claus Robert Watts of Haskins, O., who is not a J-Mer; and an unidentified J-M girl. Members of the Registration Committee are, from left, Cliff Pfaff, Madlyn Engwert, Gerry Longstreet, Mildred Witte, and Frank Walbolt. *Upper right:* Stockton (Calif.) Pipe Plant held its first Christmas party for J-M children. Here Paul Dunkle, right, Quality Control Senior Inspector, escorts his five-year-old daughter, Patricia, to Santa Claus while other J-M children wait in line. Santa is Robert W. "Swede" Hammerquist, of E&R Dept. Approximately 350 children under 12 years of age attended the party. Extra presents, 26 in all, were turned over to Children's Home of Stockton. *Below:* Sandra Jamieson, daughter of Gordon Jamieson, won the Walking Doll in Lucky Prize drawing at children's Christmas party at North Bay (Ont.) Canadian Products Plant. Morely Pringle, Training and Safety Supervisor, master of ceremonies, gives Sandra the doll. Members of the band are Irwin Prescott, left, and Russ Smith. Pat Kelly, right, daughter of Chris Kelly, sang.






Eugene McGill, left, of Defiance (Ohio) Fiber Glass Perry St. Plant, helps his daughter Kim who, in turn, is helping Merrie Christine carry away gifts. Merrie is the daughter of Robert Guilliam, Electrician. Defiance's perennial Santa Claus is Paul Hetz, of Columbus Ave. Plant. To the left of Santa is Ernest Mansfield of Perry St. Plant.



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# NEW MRS. AMERICA BECOMES ACQUAINTED WITH J-M

1962's Mrs. America is Mrs. Lila Masson of Detroit, Mich., a 39-year-old mother of three children—Diane, 16; Thomas, 12; and David, 8. She and her husband, Cleve, who is a group operating manager for Sears, Roebuck & Co. in Detroit, have been married 19 years.

Both Mrs. America and her predecessor, Mrs. Rosemary Murphy—who now holds the title of Mrs. U.S.A.—spoke at the Building Products Convention in New York City.

Both women, along with the 49 Mrs. States of 1962, will be available for public appearances to builders participating in J-M's 7-Star Plan. 7-Star Builders use at least five J-M products in construction of homes. The champion homemakers appear at openings of model homes and housing developments.




**Right:** *Mrs. America of 1962, is crowned by Mrs. America of 1961, Mrs. Rosemary Murphy, at ceremonies held at Fort Lauderdale, Fla.*

**Below:** *The new Mrs. America visited J-M General Headquarters shortly after the holidays to become acquainted. Chuck Zendler, right, Manager of Art & Production, Advertising Dept., shows her plans for 7-Star advertising.*






[redacted]

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