

JM JOHNS-MANVILLE

News PICTORIAL

FEBRUARY 1963

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JM - 83

J-M meeting in Switzerland
District Managers' unique school

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Strictly Feminine

Donor Girl:
Rita Elmer

One day each month at the Cleveland Metropolitan General Hospital, it's Christmas and Easter and everybody's birthday all rolled up into one. That's the day Miss Rita Elmer comes to visit the children in the wards, with a stuffed animal she made for each.

"They're so afraid they're going to be hurt," she reflects. "Some won't even talk to their



doctors. But they'll tell their troubles to those animals."

Working on the 22 kinds of animals at night, during her lunch hours and on weekends, this J-Mer has been keeping her hospital appointments for five years. She does it as a service project for her sorority, Beta Sigma Phi, for which she is recording secretary. A J-Mer almost seven years, she is a Jr. Sales Clerk and secretary to W. D. Gaches, Mgr. Indust. Insul Div. Dist. Sales.

Cover girl:
Marie Guarnaccio

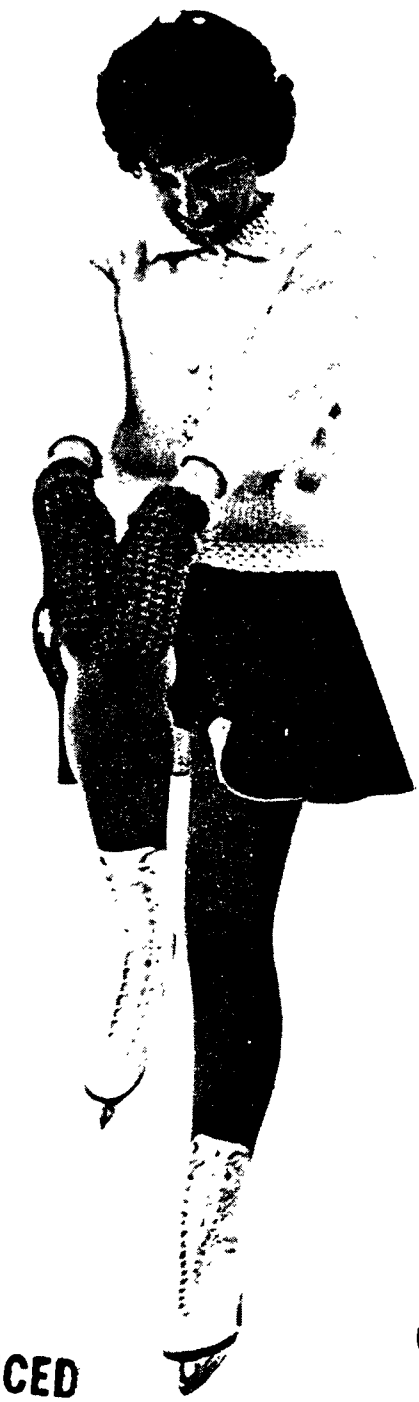
Cutting a pretty figure on ice, spritely brunette Marie Guarnaccio takes an afternoon spin around the ice at Rockefeller Plaza in the heart of midtown New York—just the ticket for relaxing after a busy day at the 22 East 40 St. J-M offices.

Our twenty-one-year-old covergirl here looks the height of ice fashion, wearing a red skating skirt and matching beige sweater and mittens. Also she's wearing the skates she received for Christmas.

A J-Mer for more than three years, she first took to the ice when she was ten.

Certainly, Marie's sense of balance and graceful hand motions make her a natural skater. But for girls who don't quite feel confident about their own balance, she has an almost-sure cure: "You can develop a sense of balance with a few basic lessons in ballet. The movements are the same; the same theories apply. Also in making turns, your hand motions help you balance, and they do make you look graceful as well."

Marie is secretary to Robert R. Wood, ass't to Vice President for Customer Relations. She also attends Bernard M. Baruch School of Business Administration, City College, New York City.



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Unwary words rob J-M

If your ego craves nourishment and you want to boast about some new equipment or some new development of J-M, our advice is — "Don't say it" unless it has been cleared for publication. Industrial spies are everywhere, especially around the vicinity of research centers such as Manville and Waterville. Tales are told of firms who keep tabs on competitors via the convivial route in factory towns like Waukegan, Richmond and Toronto.

In the many highly competitive markets to which Johns-Manville sells, a small difference in product can often make a big difference in sales — so endeavor to protect our product advantages. Today, as always, business is gained in unexpected places but this phenomenon does not have to be spelled out in public — competitors have big ears. Disclosing a good account to a competitor can take away business from your company and rob a J-M salesman of part of his livelihood.

Loose talk does more than hurt Johns-Manville . . . . it hurts your job two-ways. By placing your firm at a competitive disadvantage, loose talk endangers your job security. Furthermore, it tags you as a security risk and prevents your progress in J-M or any other organization.

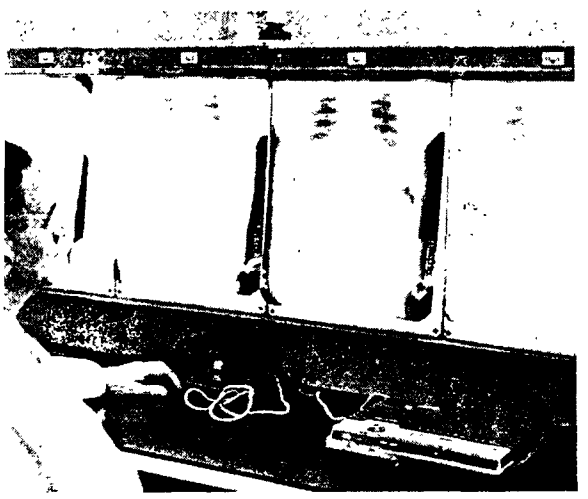
Carelessness in speech does not apply only to things that are new or labeled "Top Secret." Oftentimes, something that is "old hat" or commonplace to you may be news to a competitor, so it is better not to talk shop outside. Remember, loose talk robs J-M. Don't be a "Blabbermouth."

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"One of our most valuable laboratory tools is the microscope," according to Dr. Edward D. Merrill.



"I examine x-rays sometimes every three months in special cases." Here Dr. Du Bow records his findings.



"We've got 100,000 x-rays here going back to 1932." Miss Mary Hudock tends stacks of x-ray files.

Lest minor defects



K. W. Smith M.D

For two weeks she has been worrying about that date. The card gave her only two weeks to worry, but often in past months she had been concerned. Last year ... well, there just hadn't been enough time. She had put it off and then it was too late.

This woman is a member of a small minority of worriers who yearly deny themselves one privilege that other J-Mers happily accept. She is trying to decide whether or not to take her yearly periodic physical examination.

In time, it will cost her perhaps 30-40 minutes. In money, it will cost her nothing—J-M has seen to that. It may mean detecting some symptoms at an early stage and thus preventing more serious illness. The whole program is aimed at detecting minor health defects before they become disabilities.

What part does this "problem minority" play in J-M's medical program? "Thankfully, very little," says Dr. Kenneth W. Smith, medical director. "The great majority of our employees realize the value of an annual check-up and participate actively in our Health program."

Working with only four full-time doctors, Dr. Smith co-ordinates the programs of 30 part-time doctors and 24 nurses and lab technicians. Although each plant had its own program, it was not until 10 years ago that the medical work was integrated into a company-wide program. This includes safety, hygiene and workman's compensation insurance. This marked the creation of a new position of medical director in Sept., 1952.

Before this time, programs at various plants had been unstandardized, snow-balling from the first examinations started in 1897 at Jeffrey Mine. Dr. Smith, who came into the office at its initiation, first worked at Jeffrey Mine and, since coming to Headquarters has noted some differences in these programs. His job is to minimize these differences.

That's where the "chronic worrier" comes in. What kind of person is he or she? In comparing plant and office employees, Headquarters nurse Miss Elizabeth Van Steenbergh finds young women between 17 and 23 most lax in taking the exams. Men seem less hesitant to take them.

"We see these problem worriers either when they do not understand the benefits of the programs or when they fear for their job's security," explains Dr. Smith. "Once they have participated in the program they usually realize its value and continue with it on a regular yearly basis."

The general excuse is, "If there's anything wrong, I don't want to know anything about it."

"That's just plain stupid," Miss Van Steenbergh retorts. About the fear of the pre-employment exam, she remarks that in her 15 years as a J-M nurse she has seen only six applicants turned down for employment for health reasons. And she has seen 600 a year pass the exam.

These examinations, which benefit the prospective employee, could cost him as much as fifty dollars if carried out on the outside. In addition, he might incur laboratory fees and require considerably more time for a less thorough examination.

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grow to major ones



D.T. DuBow M.D.

A more concrete excuse for not taking the exam comes from employees who feel that their health records will not be kept secret. Actually, the only health record that leaves the files is a categorical personnel rating. This is:

A — no defects
B — employable with some work restriction (glasses)
C — temporarily unemployable because of a correctible defect (diabetes)
D — unemployable

The only records, other than these, that leave the J-M files do so only after the employee has signed a release. Such a case would be if an employee wished to give his health history to another doctor.

While the "worrier" bothers herself for two weeks, most employees realize that the 30-40 minute examination is routine. "We've got it down to a fine system here," says nurse Van Steenbergh. "I'm with the employee 15 minutes, and the doctor is with him 15 minutes."

The nurse tests for the usual — weight, height, temperature, pulse, sight-screen eye test, audio-metric hearing test, blood and urine analyses. The doctor checks general body structure and reactions.

In special cases, diagnostic tests are given, such as a basal metabolism or an electrocardiograph. In the periodic voluntary program, the employees are also able to take internal and rectal tests for cancer. This type of test, now highly-urged by medical leaders, was started at J-M several years ago. Many companies still do not make them available.

The medical program at J-M, although admittedly needing boosts in some of the problem areas of service, gives us much to be proud of. At headquarters where the "worrier" can be seen at times, fully 74 per cent of employees take the voluntary exam.

How does this figure compare with other companies? According to Miss Van Steenbergh, at many companies, perhaps only 30 per cent of the employees partake on a voluntary basis. In our plants, the figure is nearly 100 per cent, attests Dr. Smith.

The medical plant at Manville is the newest and best-equipped of the plant dispensaries, employing two full-time doctors, one-x-ray technician, one head nurse, four other nurses and two full-time secretaries.

Working shifts from 6:30 a.m. to midnight, Dr. D. T. Du Bow and his staff provide service for more than 4,000 Manville and Research employees. In addition, they employ the emergency services of nearby Somerset Hospital, with its specialists.

"The health of the working man is still best-maintained by a family doctor," says Dr. Du Bow, "but we have been able to detect many diseases of which an employee was not aware."

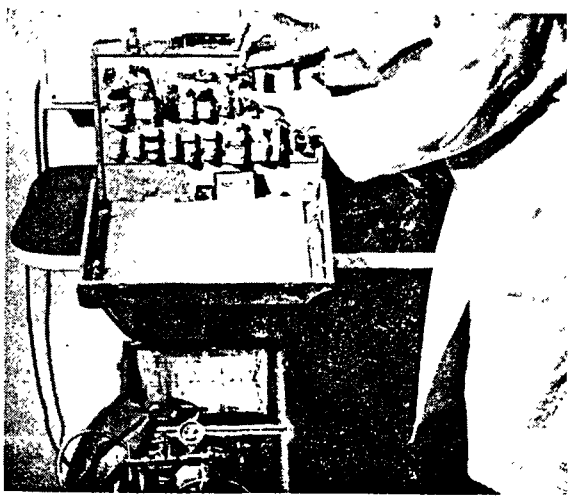
The equipment at the center includes x-rays and such physiotheraphy machines as whirlpools, muscle exercisors, and dry and wet electric heat machines. Housed in a new building since 1958, they use four examination rooms, various labs and file rooms, and a separate ambulance entrance.

The medical department also is on the alert for health conditions in the plant that can be corrected.

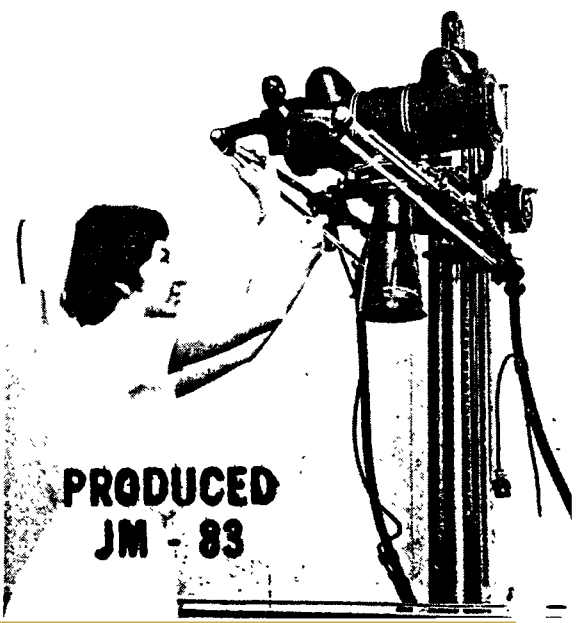
"We've got everything here for nurse-patient protection" . . . Du Bow. Angela Cardone adjusts machine. ➔



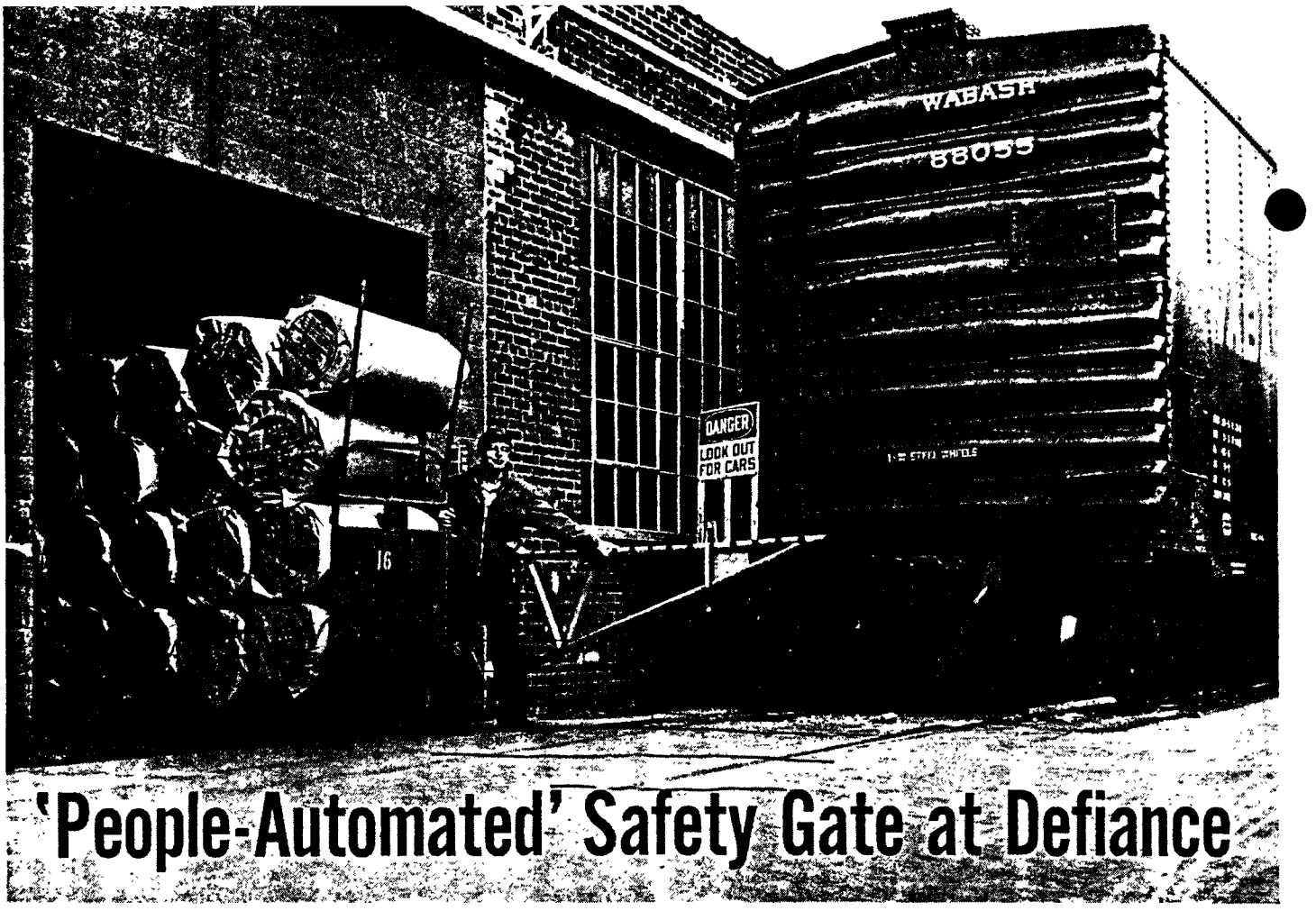
"It's pretty hard to smile in this part of the job," jokes headnurse Miss Nancy Hahn, at work in the lab. ➔



"We go to a Quarter Century Club or company picnic and invariably take two emergency kits." . . . Du Bow ➔



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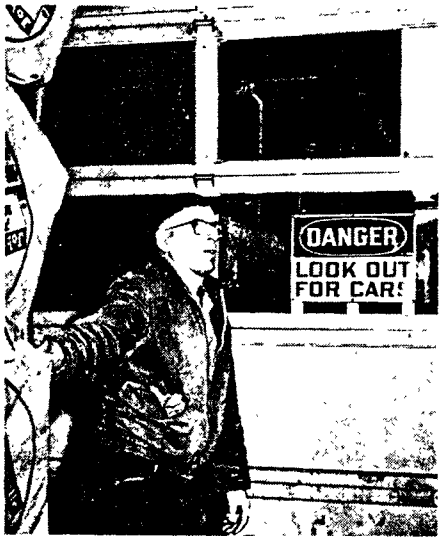


'People-Automated' Safety Gate at Defiance

In these days of complicated gadgetry, it's a relief to find a simple, yet ingenious, device proving even more effective than a complex array of machines. This has been the case with a "people-automated safety gate" invented by Defiance G 26 Plant warehouseman Herbert Bansbach, a ten-year J-Mer, on the safety committee there. Bansbach's device is responsible for protecting lives with fail-safe dependability and effectiveness.

The plant building, arranged with the warehouse and staging area opening directly upon a railroad siding, has insufficient clearance for a man between the building and the railroad cars. A definite safety hazard, it took some planning to devise a fool-proof protection system.

The gate in its open or "safe" position blocks the railroad brakeman preparing to couple cars until it is moved to the closed or "warning" position, barring the overhead door used by plant warehousemen. The answer to mechanization, thus, was this system of "people-automation."



Cramped space and moving railroad cars posed safety problem, but warehouseman Herbert Bansbach solved the problem with this warning gate, shown here in the "safe" position.

In "warning" position, sign on top of gate adds protection. Bansbach soon realized any warning systems using lights or horns might not be dependable or effective in all situations.

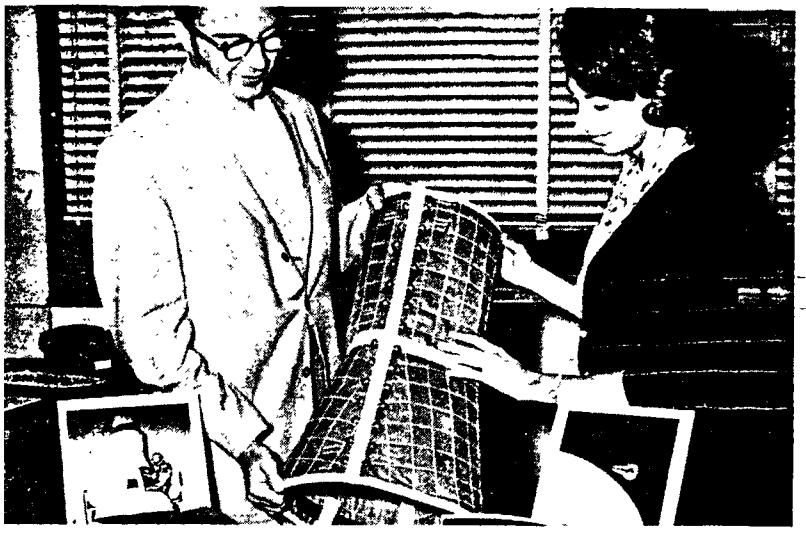
The most convincing proof is the fact that the gate has worked without fail for two years. As an added precaution, a warning sign is attached in a stilt-mounted fashion on top of the gate, visible through a window of the overhead door. Plant employees, finding the gate in place with no moving cars nearby or sound of approaching engine noise, return the gate to the "safe" position, allowing passage.

Thus, for what might be a point of major hazard, or a bottleneck in time spent checking and double-checking, this simple device provides J-Mers at the Plant with safety. Here no mechanical device can malfunction, failing to operate at a critical time. The moral — that simplicity not without effectiveness.

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J-M families open their doors to understanding & friendships



On tour of the Research Center, Miss Julieta Pines looks at model Min-K nozzle blanket with Engineer John O. Collins, Jr. She was a Brazilian guest of the Collins family.



Miss Margaret Gosling, far right, an English Exchange student, talks with "family", Bob McGlashan, his wife, and their daughters, Joan, Marcia, in Waukegan home.

Students and young business people from foreign countries have an opportunity to learn about our culture and our customs by living for a while as "members" of American families. Qualified young Americans have the same chance to visit abroad. These exchange programs are sponsored by two well known organizations, the American Field Service and The Experiment in International Living.

VISITORS FROM ABROAD

Many of our own J-M families have participated in these highly rewarding programs by offering their hospitality to young people from other lands. Robert E. McGlashan of the Building Products Division Planning and Scheduling Department, Waukegan, Illinois, and his wife and daughters Joan and Marcia were selected by the AFS as the family to share their home with Miss Margaret Gosling from Sale (Cheshire) England. Margaret lived with them while she spent her senior year at Waukegan Township High School.

Through arrangements with The Experiment in International Living, Mr. and Mrs. John O. Collins, Jr., and their daughters were hosts to Miss Julieta Pines of Sao Paulo, Brazil. John is a research engineer in the Aviation and Special Insulations Section of the Industrial Insulations Department at the J-M Research and Engineering Center in Manville. Miss Pines, a secretary in Brazil, speaks Spanish, French, English and some Italian in addition to her native Portuguese. She is presently employed at First National City Bank in Manhattan and is taking advanced business and secretarial courses in night school to improve herself.

AMERICANS ABROAD

Kenneth Aikens, son of Benjamin Frank Aikens of the Cement Department, Waukegan, Illinois, participated in the "Americans Abroad" AFS Program. He spent a summer living with Mr. and Mrs. Ferdinand Schilpp in Stuttgart, Germany. On return, each American student is expected to tell his classmates and his community about family life in the foreign country visited.

In today's world, people everywhere are coming to realize that a free world at peace demands personal, individual efforts. We are proud of the J-M families who are contributing to better international understanding through individual efforts to meet and understand the people from other countries and to help them to a better understanding of us.

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1st European Sales Meeting

Rapperswil Switzerland

1962

Fair and mild weather was the local forecast and a scene more accustomed to greeting visitors with snowy landscapes was basking in seventy-degree weather. The setting was Rapperswil, Switzerland, famed medieval town southeast of Zurich. The visitors were 46 J-Mers from cities throughout the European, Middle East and African theater of J-M operations.

The occasion was the first European Sales Conference. For four days —Sunday, Sept. 30 to Wednesday, Oct. 3—the international J-M sales picture was discussed at thirteen work sessions. The purpose was to inform the group about new and old products to better help in co-ordinating the sales program.

What happened at the work sessions? "Just about everything in terms of sales," attests Gordon Read, Mgr. Industrial Insulations Dept., International DHQ, who spoke about J-M's "neglected products." Other talks included those given by R. M. Langley, Industrial Insulation Consultant, Pittsburgh; Max Castelnuovo, Celite Mgr., Milan; and Chuck Holman, Regional Mgr., Beirut. Films on products were shown and a daily newsletter, "The Rapperswil J-M Times," was published, spiced with humor.

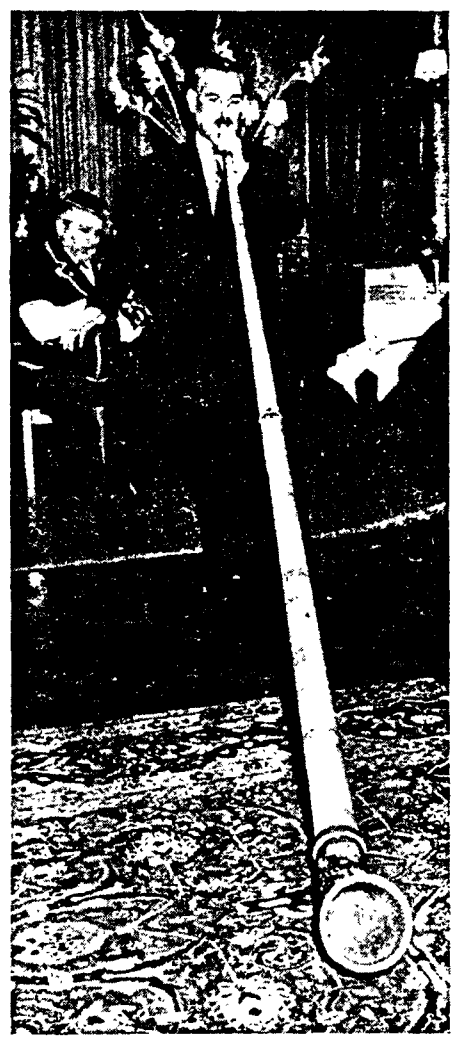
Honored guests and speakers Wednesday were J-M President C. B. Burnett, Roger Hackney, Senior Operating Vice President for Mining and International Divisions, and D. T. Colton, Vice President and General Mgr., J-M International. At the final dinner that evening in Zurich, Hugh Grehan of London, Group Mgr. for Northern Europe, surprised the group. After commenting he'd like a try at blowing the long Alpine horn played by Swiss cowboys, he proved he could, as the picture here shows.

Representatives were kept up to date on each day's speeches in detail with typed reports given them at breakfast. This was done by a very busy Miss Judy Ahrens, secretary to W. E. Lehmann, Vice President, Sales Mgr. J-M International, and Director for Europe. Miss Ahrens was dubbed "mistress of ceremonies."

Other papers were presented by A. L. Cini, Resident General Manager, Europe; Hugh Grehan; Hans J. Kühn, Group Manager, Central Europe, Wiesbaden; M. R. Visconte, Regional Manager, Madrid; H. E. Wood, Regional Mgr., Scandanavia; as well as other participants shown on the right in alphabetical order.



Miss Judy Ahrens discusses the report of speeches with co-workers Bruno Mohr (seated), and Walter Waelti.





On the boat to Zurich across Lake Zurich, J-Mers relax before dinner on the last evening of the conference.

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Lehmann Kuhn Hackney Burnett Colton Cini



Holman Lehmann Kuhn Hackney



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Cervelli



Day



Flechet



Garland



Grungo



Jones



Lane



Langley



Lovatt



Overall



Rademaker



Raffard



Read



Rocco



Romann



Salami



Spee



Visconte



Wakley



Wood

WOMEN BEHIND J-M MEN

—Kay Koehnlein

Secretaries find their jobs interesting for many reasons. For Mrs. Kay Koehnlein, handling the business affairs of Perry Martinson, Vice President and Assistant General Manager of the Celite Division, is a hectic but challenging life for this native New Yorker.

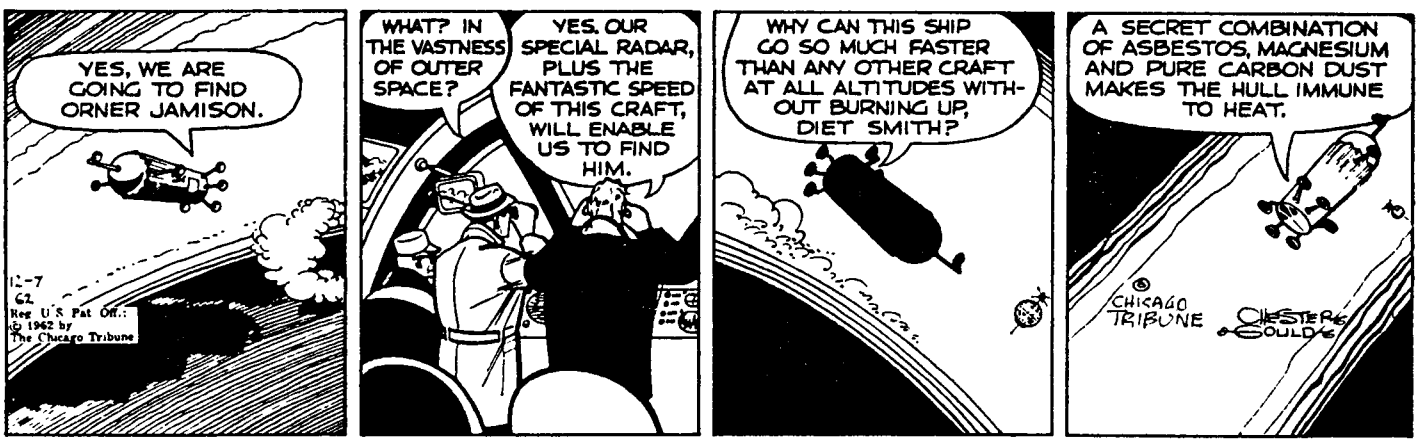
"Most of my planning must be day-to-day, and keeping up on his correspondence is a big job for me when he's traveling," she says. "Fortunately, the work is so diversified I rarely have time to sit down and reflect on how much work I've done."

Although Kay has been Martinson's secretary since 1955, she has been with J-M since 1946, starting in the Filtration section of the Celite Division.

Outside her office on the eighth floor at 270 Madison Ave., Kay is Mrs. Kurt Koehnlein, housewife and mother of a teenage daughter, living in the quiet suburbs of North Yonkers in a five-room garden apartment.



* * *



Who's got the formula?

Dick Tracy set us on our heels with this installment! Since he's been "up in the air" lately in Diet Smith's space coupe, J-Mers were reminded that a certain J-M product, Min-K, is also orbiting the earth on real-life missions as part of the U. S. government's Mercury space program.

The Min-K formula is top secret but J-Mers got a jolt over Chester Gould's attempted approximation. Their comment was, "Now we know what Min-K is made of!"

On a recent reentry into the atmosphere after an orbital trip, Col. John Glenn reported he was surrounded by a "real fire-ball." Outside surface temperature of his space capsule reached the white hot steel temperature, 3000 degrees, but Min-K kept Glenn and his equipment safe.

Mr. Gould obviously borrowed from some of J-M's products for his cartoon formula — all to make science fiction more scientific.

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"Better than a Bank..."

says Louis Grassis, New Brunswick retiree

"I never believed the time would come for me to retire. It was always a dream, and I never thought it would happen to me. I still say, if I'd had my way I would never have retired because J-M was the best place I ever worked!"

These are the words of an earnest little man named Louis Grassis who worked for more than 20 years as a tool and die maker at the New Brunswick N. J. plant before the day came, Nov. 1, 1959, when the word retirement became a fact.

"I said to myself, you just can't sit around the house all day. Then we went to Florida for a month the winter of 1959-60, and again last winter. These past few years I found out that the J-M retirement plan is better than a bank and more helpful."

When Grassis retired he broke up a father and son team at the plant. His son, Duilio, started working at the plant even before he did, and this summer will become an official Quarter Century Club member.

His son has two children, and daughter three, all adding up to five lively reasons why Mr. and Mrs. Grassis always have company for dinner. Grassis came to the United States from Italy in 1912, a boy of 17. Mrs. Grassis came here from Spain in 1915.

Since they got over the double-language barrier, the two have always enjoyed doing things together. In fact, family spirit and hard work built their house in 1953. Louis and Duilio did all the planning, electrical work, carpentering, plumbing — everything but the masonry.

The happiest times around the Grassis home, however, are when "Pappa" goes down to the basement with a certain gleam in his eye and comes up serenading the family, either with his guitar or accordian. "Music is what keeps me alive," he laughs. "I still remember when I was a boy in Turin, Italy and played in the band."

A happy philosophy of life gives him an edge on the worry-department and he spends some days just helping out friends with a plumbing problem or two. "Today I help them, maybe tomorrow they help me," he comments. "In the meantime, I enjoy myself just driving around and seeing them all."

He also manages to keep order in a large-sized garden behind the house where they raise peppers, squash, and tomatoes. How much work is it? "Mamma does the real work," he smiles, "and I get the credit."



Plan for security early

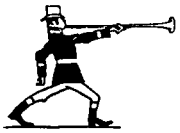
How can many of our retirees afford to travel, live secure in comfortable homes they own? In large part, it's because they joined the J-M retirement plan early. By making regular contributions they insured their security in later years. J-M also contributes to the fund and, at retirement age, provides at least an equal amount to the employee's amount, usually much more. In case he leaves J-M before retiring, all his contributions plus their earnings are returned to him.

Any employee can join the plan after six months and joining early has many advantages. He contributes at a lower rate throughout his J-M career. Earnings realized from contributions are not taxable while he is paying.

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RECENT J-M ASSIGNMENTS





GENERAL HEADQUARTERS
Purchasing
R. P. SHUPPER to General Purchasing Agent from Purchasing Agent.



GENERAL HEADQUARTERS
Purchasing
P. P. GELETA to General Purchasing Agent from Purchasing Agent.



GENERAL INDUSTRIAL ENGINEERING
Division Headquarters
C. STANLEY DIBBLE to Engineering Supervisor, Pert Project, Fiber Glass Textiles on loan from Bldg. Prods., DHQ.



BUILDING PRODUCTS DIVISION
Alexandria Plant
CLARENCE R. McMAHAN to Finance Manager from Senior Cost Accountant.



BUILDING PRODUCTS DIVISION
Cleveland-Avery Plants
EDWARD LUCZYCKI to Plant Manager from Plant Manager, Klamath Falls Plant.



BUILDING PRODUCTS DIVISION
Manville Plant
FRED T. RANDOLPH to Industrial Engineering Supervisor from Rockdale Plant.



BUILDING PRODUCTS DIVISION
Pittsburg, Calif. Plant
WILBUR L. RUFF to Plant Manager from Plant Manager, Cleveland-Avery Plants.



CANADIAN PRODUCTS DIVISION
Toronto Sales Office
THOMAS M. FINDLAY to Sales Manager, Construction Dept., from Assistant Sales Manager.



CANADIAN PRODUCTS DIVISION
Toronto Sales Office
F. K. DOTY to Assistant Sales Manager, Construction Dept., from Senior Accoustical Salesman, Construction Dept.



CANADIAN PRODUCTS DIVISION
North Bay Plant
PAUL BOYER to Millwright Class "A" from Oiler, Plant Engrg.



CANADIAN PRODUCTS DIVISION
North Bay Plant
JACK PUDDISTER to Millwright "B" and Oiler from Crane Operator, Manufacturing Dept.



CANADIAN PRODUCTS DIVISION
Toronto Plant
MONI MUKERJEE to Assistant Plant Engineer from Industrial Engineer.



CELITE DIVISION
Division Headquarters
FRANK T. YANNETT to Product Manager, Concrete Specialties Dept., from Staff Engineer, Concrete Specialties Dept.



DUTCH BRAND DIVISION
Division Headquarters
H. O. KLADIVKO to Product Manager, Industrial Tapes from Assistant District Manager Philadelphia District, Industrial Insulations.



FIBER GLASS DIVISION
Toledo Headquarters
REYNOLD NEBEL to Quality Control Supervisor from Senior Staff Industrial Engineer.



FIBER GLASS DIVISION
Parkersburg Plant
RALPH L. HAYDEN to Assistant Plant Engineer from Project Engineer, Division General Engrg., Waterville Plant.



FIBER GLASS DIVISION
Waterville Plant
LaVERDO J. FOX to Operations Engineer, Textiles, Fiber Glass Textiles Dept.,* from Supt. Continuous Forming & Mat.



FIBER GLASS DIVISION
Waterville Plant
JOHN F. SIJAN to Superintendent, Textiles Dept.* from Shift Supervision, Textiles, R[illegible] and Multiple End Winding Departments.

On Step Up Training Program.

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FIBER GLASS DIVISION
Waterville Plant
GERALD J. LaPLANT to Planning & Scheduling Supervisor, Textiles,* from Dept. Supt., Textiles.



FIBER GLASS DIVISION
Waterville Plant
CHARLES L. FARR, JR. to Superintendent, Continuous Forming & Mat, Fiber Glass Textiles,* from Operations Engineer, Textiles Dept.



FIBER GLASS DIVISION
Waterville Plant
JOHN W. CHRISTOPHER to Industrial Engineering Supervisor, Fiber Glass Textiles, from Senior Industrial Engineer, Industrial Engineering Dept.



FIBER GLASS DIVISION
Waterville
Technical Center
GERALD L. WHITE to Assistant to Research Director for Fiber Glass from Supervisor, Planning & Scheduling, F. G. Textiles Waterville.



INDUSTRIAL INSULATIONS
Division Headquarters
EDWARD F. BRIGGS, JR. to Manager of the new Aero Space Prods. Group from General Product Manager, Industrial Insulations.



INDUSTRIAL INSULATIONS
Division Headquarters
J. M. VAN VOORHIS to Sales Manager, Aero Space Products Group from Sales Manager, Aviation Products.



INDUSTRIAL INSULATIONS
Division Headquarters
L. M. HEDGES to Product Manager, Aero Space Products Group from Product Manager, Aviation Products.



INDUSTRIAL INSULATIONS
Division Headquarters
S. A. TOMPKINS to Product Manager, Aero Space Products Group from Product Manager, Aviation Products.



INDUSTRIAL INSULATIONS
Division Headquarters
R. E. NAYLOR to Staff Manager, Commercial Fiber Glass and Spintex.



INDUSTRIAL INSULATIONS
Manville Plant
ROBERT RESUTA to Expediter, Purchasing Dept. from Draftsman Detailer, Thermoflex Dept.



PACKINGS & FRICTION MATERIALS DIV.
Division Headquarters
A. A. MASTROBATTISTA to Staff Manager, Clipper Seals, Packings Merchandising Dept. from Acting Staff Manager.



PACKINGS & FRICTION MATERIALS DIV.
Division Headquarters
JAMES J. WHALEN to Staff Manager, Mechanical Packings, from Acting Staff Manager.



PIPE DIVISION
Manville Plant
DAVID RICE to Industrial Engineering Staff from Pipe Research Dept., Research Center.



PIPE DIVISION
Stockton Plant
JACK BARNES to Superintendent, Transite Pipe, from Acting Superintendent, T. P.



PIPE DIVISION
Waukegan Plant
R. A. VINNEDGE to Supervisor, Planning & Scheduling from Senior Industrial Engineer.

Announcements

RETIRING — MARCH 1

WESLEY G. BACH, Jarratt
LAWRENCE CROMER, Alexandria
CLARENCE ETCHISON, Alexandria
LOUISE C. HOHN, New York
PEARLE K. HUSBAND, Ft. Worth Plant
STANLEY T. KEYES, Waukegan
MICHAEL LIMYANSKY, Manville Plant
JOSEPH W. SPRING, New York
E. KAY WEBB, New York
ORZA M. WOGERMAN, Alexandria

RETIRING — APRIL 1

THOMAS BARCLAY, Jeffrey
HUGH COFFEY, Richmond Plant
OSCAR GUNDERSON, Waukegan
JOSEPH G. LAMBERT, Jeffrey
EMILIO MANES, Dutch Brand
LAREDA MEWBORN, Atlanta
HOMER L. WOLFE, Parkersburg
SIMON C. ZARATE, Los Angeles Plant

QCC INDUCTIONS

ATLANTA CHAPTER, March 5, Americana Hotel.
GUY F. LANE
ROBERT T. NEBLETT
STOCKTON CHAPTER, March 28, Ambassador Motor Hotel.
LUCIUS L. APGAR

IN MEMORIAM

NAPOLEON PICARD
Nashua, Nov. 15
JOHN GABRYLSKI
Manville, Dec. 7
JAMES A. LANDRY
Houston, Dec. 9
R. R. CANFIELD
Nashua, Dec. 15
CLARENCE ANTHONY
Waukegan, Dec. 17
JOHN CZAHOR
Manville, Dec. 17
JOE CIMOCHOWSKI
Manville, Dec. 18
JOSEPH KLIMOWICZ
Manville, Dec. 18
ALEX CARNEVALE
Manville, Dec. 20
DAVID CLARK
Asbestos, Dec. 22
BENJAMIN MIERZEJEWSKI
Manville, Dec. 23
ERNEST BORSICZKY
Manville, De[illegible]

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District managers—to 'graduate school'



Jack Dale enters his notes on just-finished discussion of "Planning" at Pipe's Direct Sales Dept. management "school." He's a Phila. Asst. D/M.

The "schoolhouse" wasn't recognizable as such, but there couldn't be any doubt about it. For the week at least, these old pros were back in school, studying, taking notes — even doing homework assignments.

Seasoned District Managers, they were nevertheless going to school to beef up their skil's as professional administrators. Keen competition and the increasingly complex duties of the D/M have made him a prime candidate in J-M's management training. He has impressive skills, wide product knowledge and invaluable sales experience. Still, if the greater demands imposed by the accelerating competitive pace are to be met, he needs the latest and most effective management skills at his command.

So there they were. Their "classroom" was a conference suite in a Tarrytown, N. Y. motor hotel; the "teacher" was their Divisional Sales Manager and — as will be seen — themselves; these "students" were D/Ms of the Pipe Division's Direct Sales Department during this particular week and of Distributor Sales the week preceding. Right off they were up for a quiz. "What, exactly," the District Managers were asked, "is the job of the District Manager?"

Gamely, they began listing their duties as D/Ms. Each added to the list, but no one listed them all. The total list, as shown in their "textbook," impressed even the most experienced. Functions they performed daily, they were often unaware of as separate and distinct elements of the job. The process of learning something new about something old had begun.

Monroe Harris chews over a discussion point and a cigar as "class" takes up "Recruitment, Training and Evaluation of Salesmen." He's L.A. D/M.

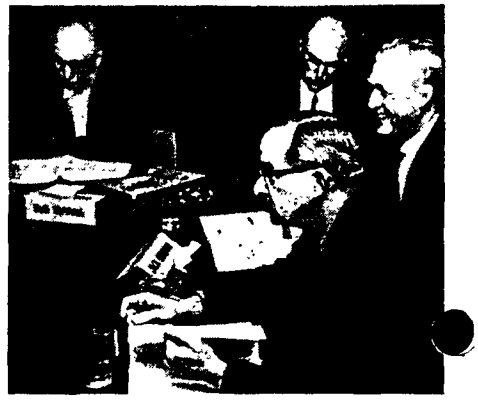
But let's skip back to the period months earlier when it had been decided that a sort of post-graduate seminar in management would be put to good use by the D/Ms and through them, the salesmen. Pipe was one of the Divisions to take such training and serves as a good example.

The D/M's a busy man. The most that could be spared from his crowded schedule was one week. To the Divisional Sales Managers, Jack Goodwin, Direct Sales, and George Wahl, Distributor Sales, fell the task of arranging a course of that duration.

"How," they asked, "can we — in one week — re-shape the administrative methods of 25 or so men, add new skil's and do it so thoroughly they not only retain and continue to teach themselves the new methods, but can effectively teach it to the salesmen?"

They found an answer in techniques worked out by the Management and Marketing Institute, Inc. of New York. These are based on the conference method in which a moderator leads discussions of the instruction material among the students, enabling them to reach conclusions which fortify their understanding of the subject. This participation by the student in his own teaching is known to be a stimulating and highly suc-

Reply to moderator Stephen Flynn's question provokes bright smile from Conference Leader Jack Goodwin, r. C. G. Topping, l., D/M; N-P man.



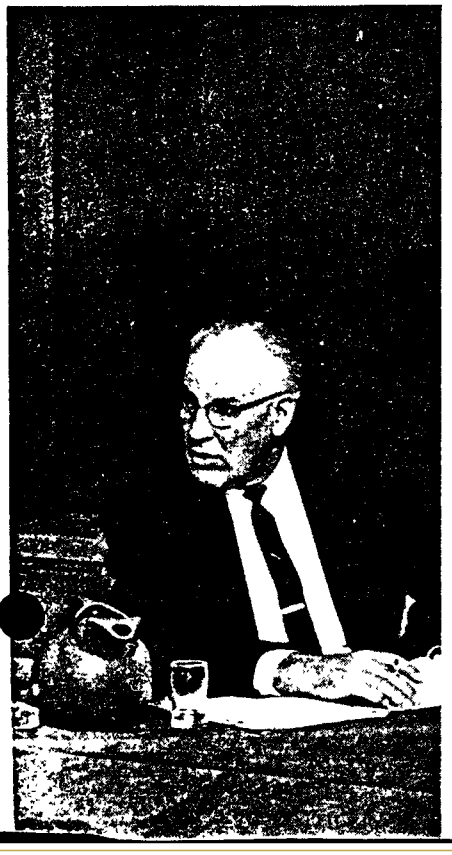
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William B. Gibson follows moderator's reading of D/M's checklist on "Decision-Making" from his "textbook." He is a D/M of Atlanta, Ga. District.

Waiting his turn to contribute ideas on "Making the Most Effective Use of Time," Henry Palmer, St. Louis D/M, listens attentively to a "classmate."



cessful teaching and learning method.

George and Jack then tackled the job of adapting M & MI's techniques to their needs. Working with them were Clark Bailey, Porter Dix, Louis Frazza and Hartley Sandt. For months they planned the seminar in every detail and programmed it to the minute. For each course an outline text several inches thick was prepared.

Now, back at the "schoolhouse", the D/Ms were studying this "textbook" like high school seniors out for Ivy League scholarships, and the results of the long months of effort were beginning to show. Following the outline, each aspect of the D/M's job was being discussed in detail. Jack Goodwin and George Wahl, each acting as conference leader for his own seminar, subtly guided and stimulated the daily sessions. The D/Ms took turns as moderators, getting leadership practice in the conference technique for one of their management roles.

As moderator, the D/M introduced each topic, sub-topic and sub-sub topic, got the discussion going by asking for the report on it from the previous night's "buzz sessions"—homework went on into the early morning hours — and then channeled the discussion as it picked up speed. In this way, ideas would be advanced, weighed, challenged, reconciled, finally summed up and the consensus put down by each D/M in copious notes in the outline. Following this, the D/M had written his own textbook by week's end. This serves the D/M as a review for continuing study and self-improvement and as a guide in drafting his salesmen's seminar, long after the "school" has "let out."

Alumni now, the D/Ms are busy applying the more effective management methods they "taught" themselves. Some are already "teachers" of their own seminars, repeating and multiplying the efforts of *their* "teachers." As they in turn ask their salesmen, "What exactly is the job of the salesman?", still another cycle begins in the pervading effort to assure J-M's place at the head of *its* class.



Recent Management Training Seminar for Packings & Friction Materials Division was held in Atlantic City, N. J. with personnel of the Headquarters Staff, Advertising, Finance, Research and Production Depts. participating.



At Distributor Sales "Buzz Session" are, l to r, W. Scott, W. Christman, D. Dasbach, J. Davis and N. Brust.



George Wahl, standing, talks with V. Lukas, l, J. McNamara, r, of M & MI who aided seminar and P. Dix, center.

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'Frost Frolics' at Manville



Two of the 200 dancers at the Dec. 7 dance at the Redwood Inn, Somerville, N. J., were Miss Diana Illig, Center nurse, and Bert Barton, of Asbestos Fibre Sales Dept.



Ray Simkins, Patent Dept., is first in line at the midnight buffet for Research and Engineering employees. The Affair is held by the J-M Center Recreation Assn.

* * *



J-M Jewel for Columbus

J-M's Mrs. America, Lila Masson, talks with Julius Cohen, Pres. of Jewel Builders, about J-M's part in the new Lakeview Estates Apartment project to be built in Columbus, O. J-M products being used in the 31 buildings include Asphalt Roofing Shingles, Strongbord Sheathing, Spintex Blown Insulation, Foil-Faced Fiber Glass Insulation, Spintex 414 Perimeter Insulation, Decorative Hardboard Panels, Asphalt Tile Flooring, Transite Pipe, Asphalt Saturated Felt. The big sale on the $6 million project was made by J-M salesman John F. Ball.

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