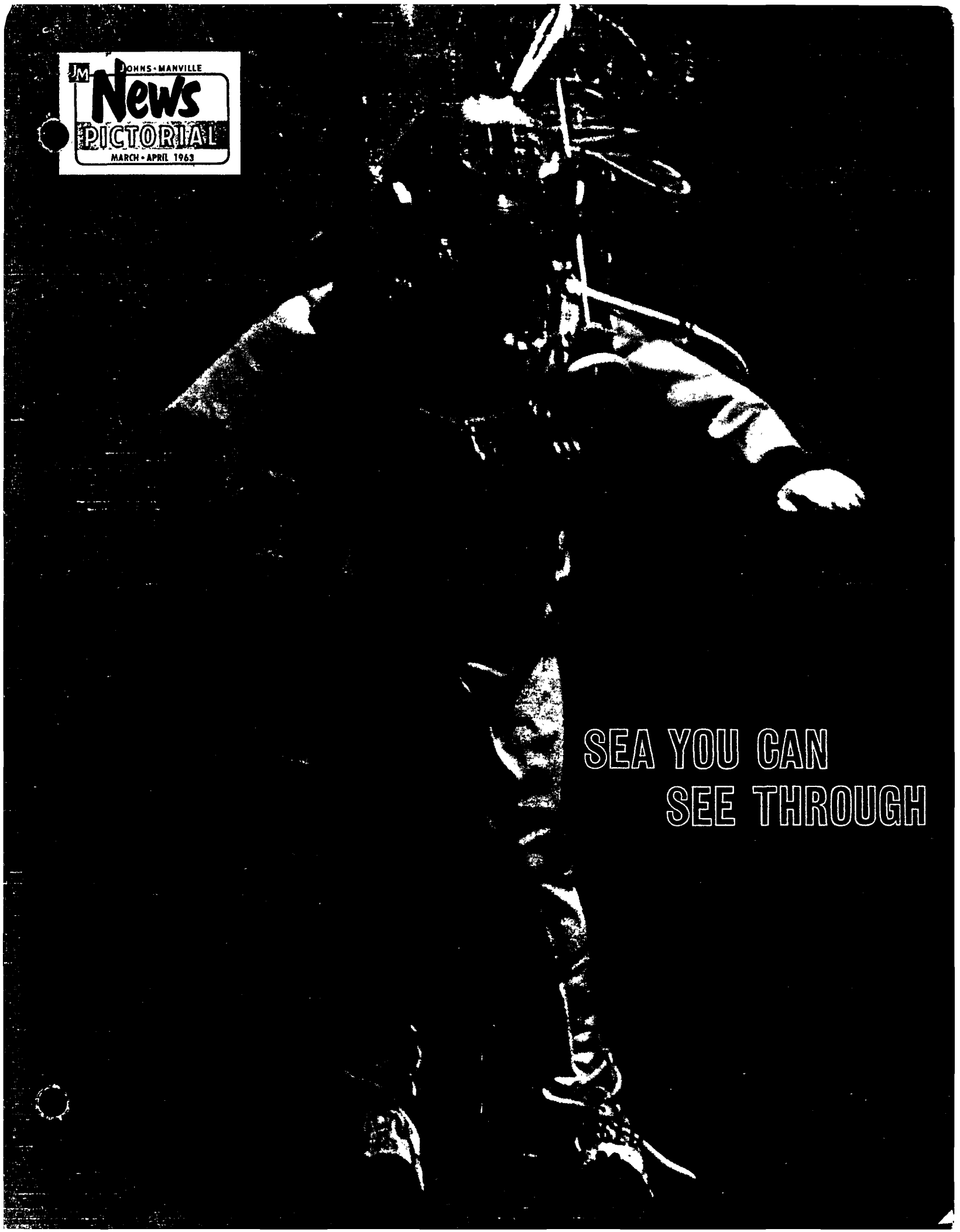


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SEA YOU CAN SEE THROUGH *with Celite*

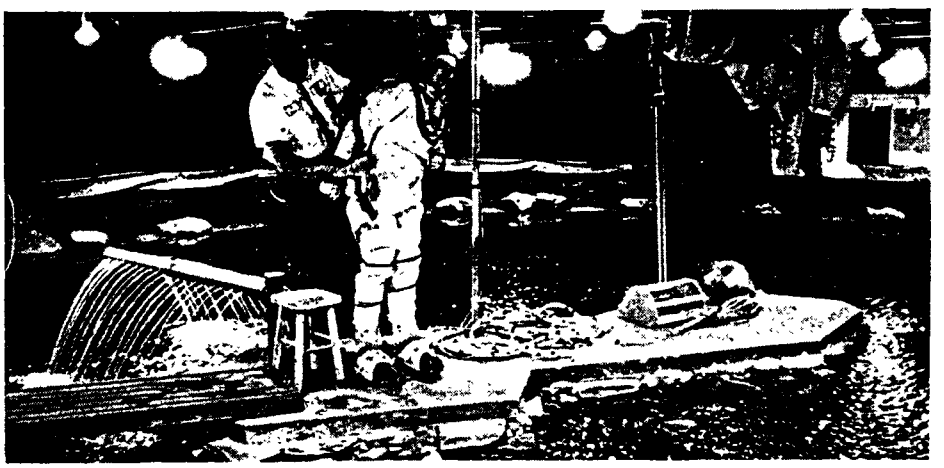


Up and over goes Flash, at underwater signal by trainer Winders.

Down, down he goes . . . ten, twenty feet. Hundreds of people are watching him. It looks easy. They're getting a clear picture of what normally occurs on the murky ocean floor.

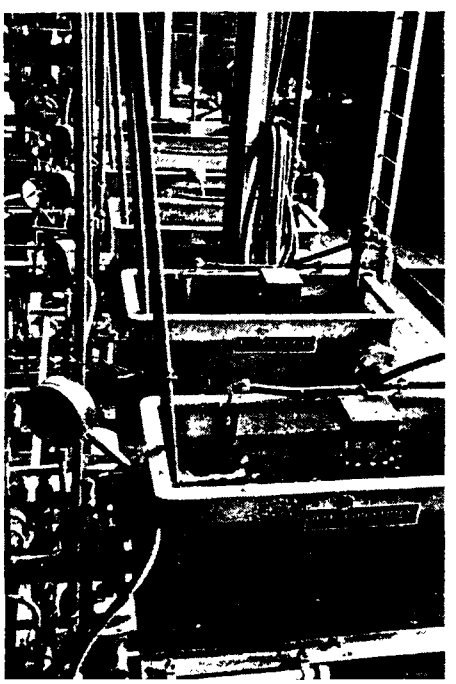
No doubt about it, the eyes are on Philadelphia and the new Aquarama Theatre of the Sea. Filtration experts are eyeing the problems of water clarification which J-M's Celite Filter Aid is helping solve. Filter Aid 545, used with ten vacuum B-I-F Diatomite Filters, daily filters 3,875,600 gals. of water.

"There's no doubt about it, Diatomite Filters have proved the best," says Dell Winders, Aquarama's head trainer. "I think we have an even better climate for porpoises here than their own natural habitat."



Winders "suits up" Michael Toth, Jr., atop community tank where he will submerge more than two hours, talking by phone with his audience.

B-I-F Filters handle 3.8 million gals. water daily for the sea life.





Chief Engineer Joe McWilliams (r.), J-M Salsm. H. J. Weil discuss Celite.

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SEA YOU CAN SEE THROUGH *with Celite*

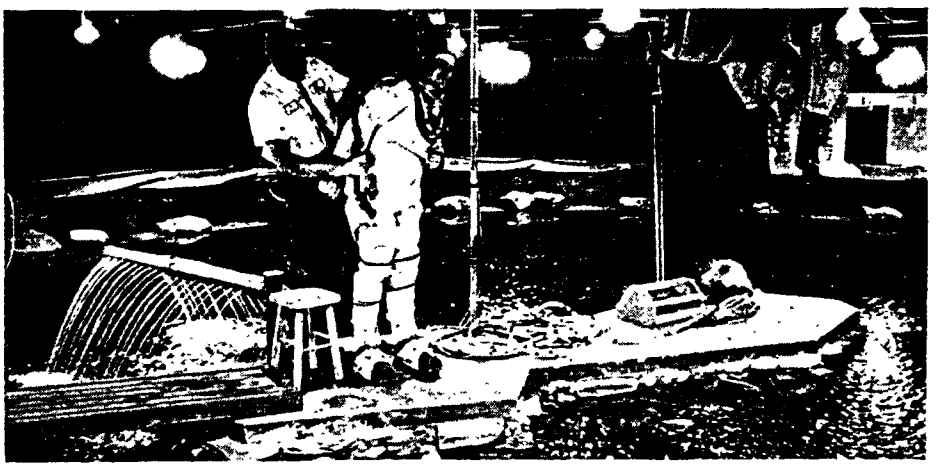


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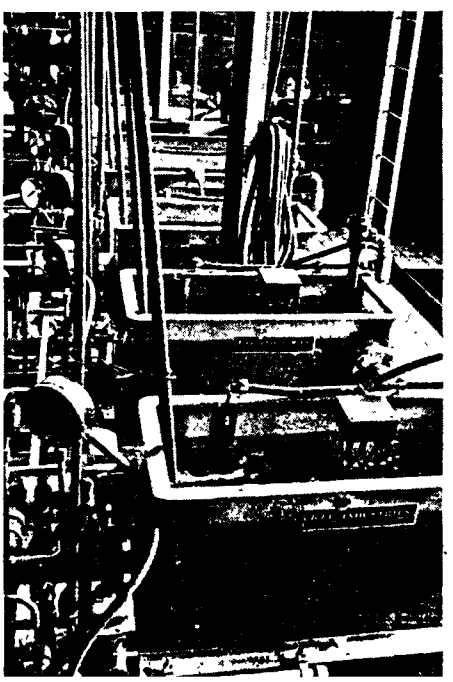
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*Contributors to this issue.

Contributing Photographers:

COVER & Page 2—Mary E. Rowland, staff. Page 4 & 5—Sketches by Clifton Wheeler, from photos by Ted Czarda, Research Center, Neal Ranauro, Manville Plant and T. E. Billingsley, Pittsburg (Calif.) Plant. Page 6 & 7—Ed Garolis, Waukegan Plant. Page 8 & 9—McDonnell Aircraft Corp. Page 10, 11 & 12—L. Appleton, Los Angeles; Garrison Studio, Toledo, O.; J-M Research Center Photo Lab; Leonard's Studio, Alexandria, Ind.; Michael Dunford Photography, Toronto; Morton-Waters Co., San Francisco; Gordon Pader, Milwaukee District; Neal Ranauro, Manville Plant; Tipery Studio, New Orleans; Ross, Minneapolis. Page 14 & 15—Ed Garolis, Waukegan Plant. Page 16—Ticonderoga News, Ticonderoga, N. Y.



Your company reached a new high in sales volume for 1962 — $392.3 million, $14.6 million more than in 1961, the best previous year. This record sales volume was achieved in the face of two factors: declining selling prices that were 1.7% less than a year ago, and the discontinuance of its construction activities for the application of acoustical ceilings which had produced annual sales of $6 million.

Earnings after taxes were $23.9 million — slightly higher than in 1961. These earnings take into account the new depreciation regulations, which had the effect of reducing net earnings by $1.5 million, equal to 18 cents per share.

Cash flow, the sum of net earnings and the provision for depreciation and depletion, totaled $43.5 million—$2.7 million more than a year ago.

Higher sales volume was the result of improved conditions in the construction industry, new products, better distribution and accelerated customer service.

Control of our essential raw materials, broad distribution channels, quality products and extremely sound financial position provide excellent advantages as Johns-Manville faces the future.

Even more important, an efficient management team, an aggressive research, development and engineering organization, and dedicated men and women throughout the company are determined to convert these assets into more sales and improved earnings—to build the company's share of participation in each of its several markets.

For your Board of Directors I extend thanks for the support and cooperation you and our customers gave us during the past year.

C. B. Burnett

President

The annual report is available to employees. Write Johns-Manville, 22 East 40 St., New York 16, N. Y. A[illegible] follows.

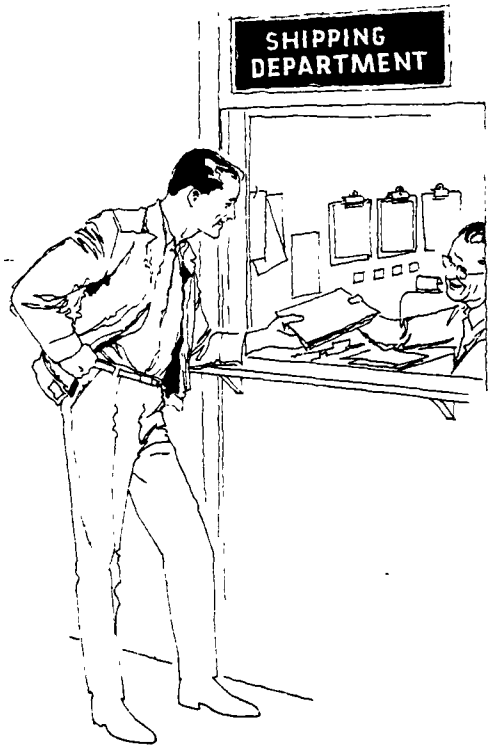
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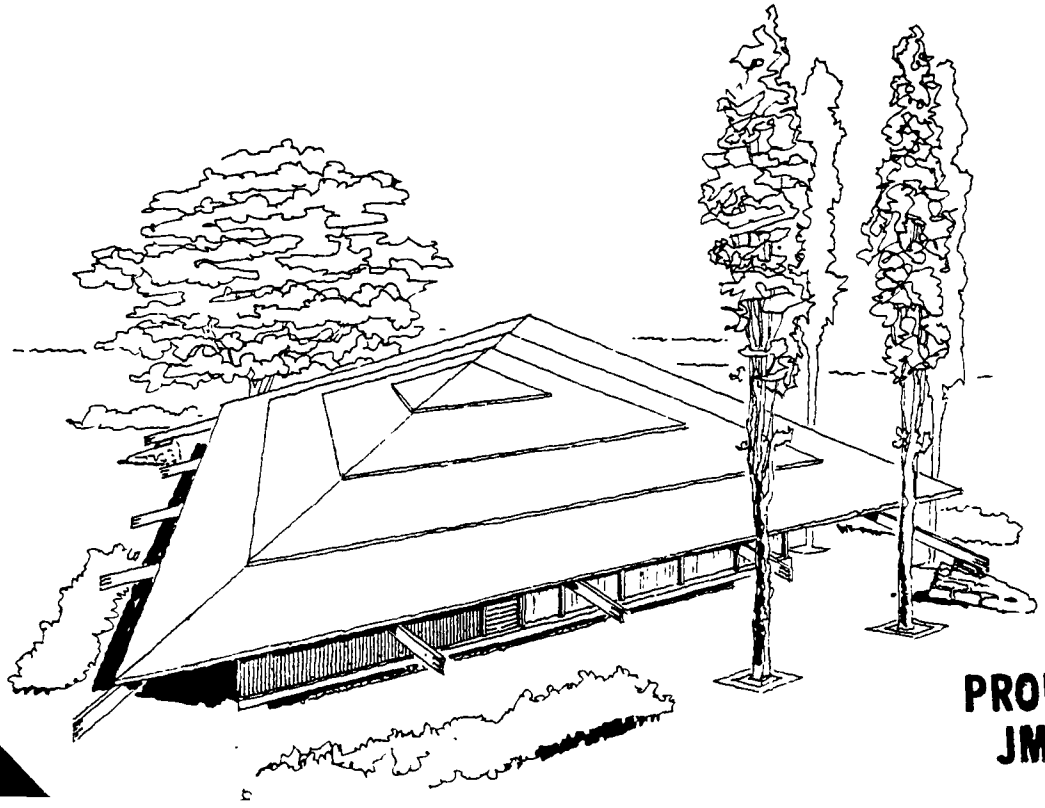
HOW YOUR COMPANY MANAGED ITS MONEY IN 1962

$$$$$$$$$$$$$$$$$$



Three-pronged attack helped produce record sales ..... $392.3 million

People like Rudy Frey, P. & S., and others sped deliveries, distribution was improved and new products such as Last-O-Roof (below) were introduced. These moves helped sales top any other year despite lower selling prices. In addition, a primary market, the building industry, was on upgrade.



Other income was .... $4.4 million

President Bernard Gardair of Roc-laine and other licensees here and abroad, paid royalties for J-M processes and "know-how". Also, Johns-Manville, like a thrifty householder, invests funds against a "rainy day."



BUT EXPENSES WERE UP, TOO
New treasury regulations permitted more realistic depreciation
..... $19.6 million

The machinery you use wears out. At the same time, recently developed, more efficient equipment can make it obsolete. If a competitor buys the better machinery, your company is at a disadvantage. The depreciation provision is to provide for the eventual replacement of the machinery by writing-off its cost, year-by-year. These changes and write-offs are limited by U. S. Treasury Regulations. New regulations permit a more realistic write-off, increasing the depreciation by $3,103,000 and reducing the reported net profit from $25.4 million to $23 million. This move, however, put your company in a stronger cash position.

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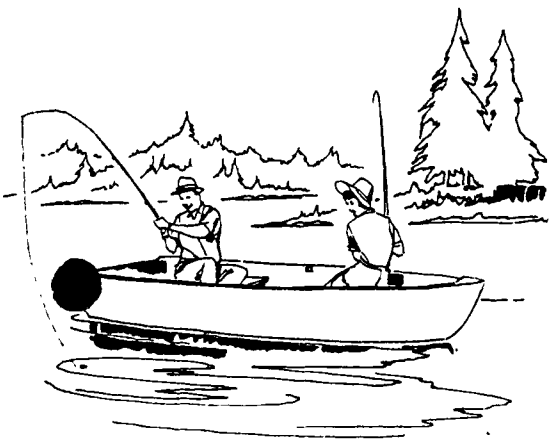
Salaries, wages and employee benefits* also broke records . . . . . $151.8 million

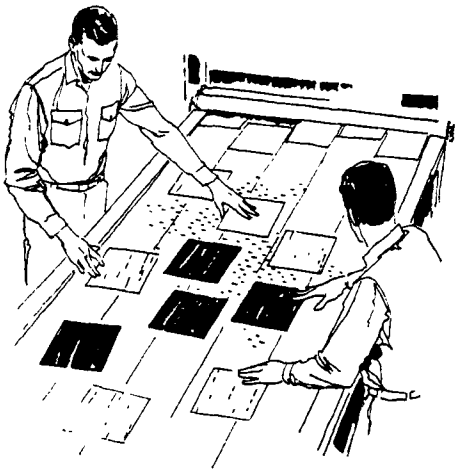
Wages, salaries and employee benefit costs are, in the aggregate, our largest expense. Only more efficient, effective performance can pay these costs in this highly competitive era.



***Employee benefits alone cost . . . . . $18.9 million (more than we paid to stockholders)**

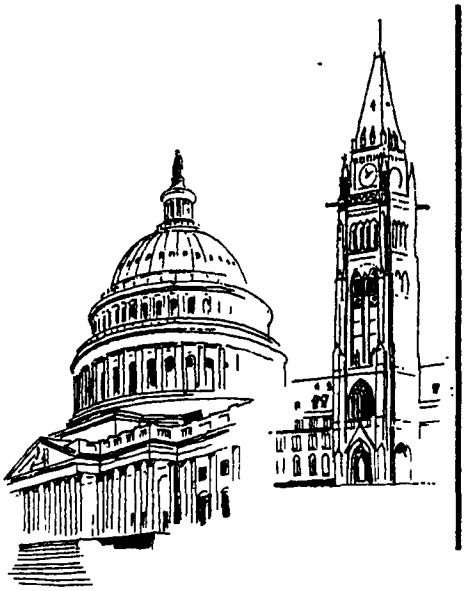
That's what it costs our company to give us vacations and holidays, provide retirement income, pay social security taxes and defray other benefit costs. "Fringe" benefits cost millions.





Materials and purchased products rose to . . . . . $141.9 million

Four units of every ten we make must be sold just to pay for the fuel, raw materials and supplies that we use. Economies instituted by the purchasing department held this item well in line with sales.



Your company's taxes were . . . . . $24.1 million

U. S. and Canadian Income and other taxes amounted to more than the profit made: This sum does not include sales taxes paid to vendors or social security taxes. Taxation is one of our heaviest financial burdens.

Other costs and expenses were . . . . . $36.4 million

Grouped here are such necessary expenditures as advertising and public relations to insure your job by creating mass acceptance that paves the way for sales to absorb mass production. Others include research which develops more profitable products; travel; and office rentals.

Finished goods inventories increased by . . . . . $1.2 million

Every company tries to keep its inventories to a minimum but a certain amount of finished goods must be kept on hand so that deliveries can be made. The excess from the previous year is deducted from expenses.

Expenses totaled . . . $372.8 million

Your company's net profits were . . . . . $23.9 million

Not a great deal, **only about 6%** of the sales volume. Contrary to what many of us think, Johns-Manville does not make high profits.

Your company paid its stockholders . . . . . $17 million

A small sum compared to the wages, salaries and employee benefits but a necessary one because the savings that your stockholders have invested in the company provided the money for plants, mines and other capital goods. The $2.00 dividend per share amounted to only 4.65% interest on the price per share at the year-end. This payment attracts capital when needed.

It had left to reinvest . . $6.9 million

This small amount left, 1.7% of income, is your company's savings account, which is for reinvestment. It should be more because depreciation charges, being limited by government tax regulations, are not always enough to keep a company's properties modern. Money must be saved to open more favorable markets, offset competition and develop new products.

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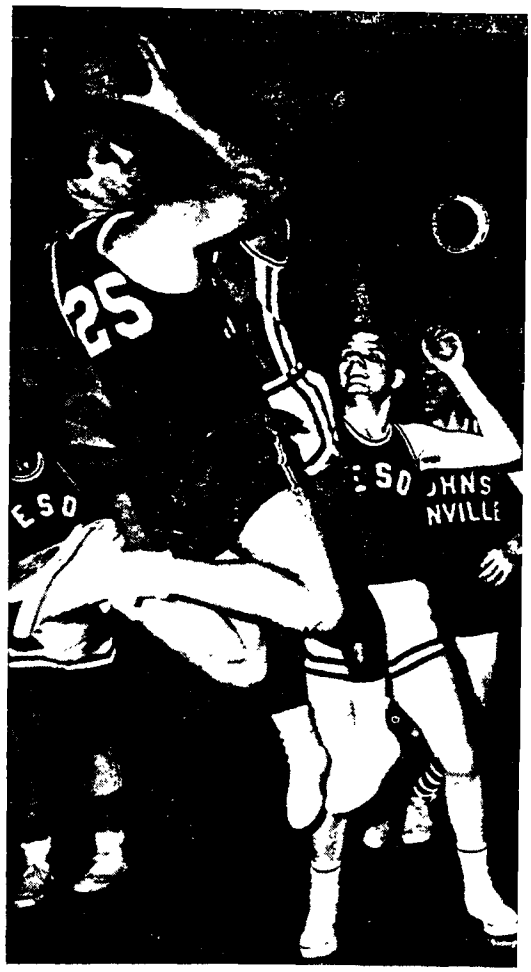
High suspense under the hoop



Torrez and Arenas bringing the ball down court—Thirty seconds to go in the final quarter—J-M trails by one point—They're working the ball in, setting up one of those pivot plays that have worked so well tonight against the Steelers—There's the bounce in to Russell—Over to Duschene—Now to Dostalek in the slot—He's going up and . . . A whistle!—A whistle on the play—Foul—Personal foul called on the Steelers—Clock stopped at 20 seconds—Dostalek has two shots—Taking his time—Overhand—It's Good! —Score tied—One more—This could be it—These boys must be pretty tired, but you wouldn't know it—Playing hard—J-M is out to avenge that early season loss to the Steelers—The other free throw now—Dostalek shoots—It's in—It's good—J-M takes the lead again.

American Steel taking it out of bounds now—in a hurry—a long throw down the floor—Trying to get through the J-M defense—Torrez and Arenas rushing, trying to get control of the ball—Tie it up—Steelers are frantic — Whistle — Traveling — Referee calls traveling on the Steelers —Eight seconds to go—J-M takes it out—They're stalling—Spectators on their feet shouting now—J-M is holding on to that ball—Steelers rushing them wildly—J-M keeps it going—passing it around out beyond the half —always a man loose—the buzzer!—That's it—J-M has it—J-M by one point—51 to 50.

This victory was just one of the many thrillers the J-M Waukegan plant basketball team has staged this season. Most of the games in their industrial League schedule have been close ones. "They're a great team with a lot of heart," say Boyd Mulder and Ed Garolis, the plant correspondent and photographer who provided this report and took the accompanying photos. No matter how formidable the competition, they say, the team plays a hard, action-packed game. Whether they're winning a heart-stopper like the one dramatized here or losing a last-minute heart-breaker to the



League's unbeaten member, the suspense runs high for the plant cheering section and just plain sports lovers.

The team has an overall record of 5-7 for the year and 2-2 for the second round of play, but all of these games have been hard-fought, thrilling sport. Most have been in doubt right up to the final gun.

There was the breathless 42 to 41 win over the Fansteel team; the match against the League champions, where J-M led at half-time only to lose by four points in the final sizzling seconds; the 53-49 victory over Greiss-Pfleger Tannery, and two hard 55-53 and 38-36 losses.

Under J-M sponsorship, the team participates in the Waukegan-North Chicago area Industrial League. Season schedule is 16 games held once a week on Monday or Wednesday nights at the Foss Park Auditorium. High School officials referee.

Next year, the team hopes to move to a gym large enough to accomodate a larger cheering section, and then stage another series of thrillers, this time, as League victors.

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Action on the floor during one of the suspense-filled games of the J-M Waukegan team is shown in the photos on the facing page and below. At far left on the facing page, Larry Squires is silhouetted as he goes up for a lay up shot and another two points. Squires is one of the team's top scorers. Team starts practicing in early September for the mid-November season opener.

Roger Duschene, to the immediate left, wrests the ball from the outstretched hands of opposing player. Duschene and his team mates see to it that the highest percentage of rebounds are recovered for J-M, making for a strong defensive unit rated one of the best in the League. Below, Larry Squires, despite close guard he's under, drives up for still another score.





TEAM MEMBERS: Putting quality into the J-M brand of products by day and playing their own fast brand of ball by night, the Waukegan "Five," in the photo above, are a busy bunch. Nearly all starred on basketball teams in high school and college before coming to the J-M team, and Bob Evans was a prep wrestler at Waukegan Township High, as well, taking the Illinois State Title at 127 pounds in his senior year. In the front row above, left to right, are Mariano Torrez, who plays in the Guard position, and is a Brake Block Expeditor at the plant; Bob Evans, Guard, Transite Pipe Department; Bruce Beckwith, who plays Forward or Guard; of Brake Block Finishing, and Louis Arenas, Guard, Fibre & Sheeter Section, Friction Materials.

In the back row are Bill Serocky, who plays Forward as well as serving as the team's coach, of the Friction Materials Planning & Scheduling Department; Gene Russell, Forward, of Transite Pipe; Roger Duschene, who doubles as Forward or Center, of Brake Block Finishing; Larry Squires, Center, Friction Materials Industrial Engineering, and Dave Mobley, Forward, Auto Lining Finishing, Friction Materials. Players not shown in the photo include Louis Blackburn, Guard, Industrial Lining, Friction Materials; Jim Middleton, Forward and Guard, Auto Lining Finishing; Jerry Cowart, Forward, Transite Pipe; Harold Dostalek, Center, Brake Block Finishing, Tony Seals, Forward, Roofing, and Bill Wilkerson, Center, Sampling.

One of the main elements contributing to the team's performance is a strong defensive system formed by the forward "wall" of Dostalek, Duschene, Squires and Russell, who at crucial stages have blocked opponents' shots and hauled down rebound after rebound. This has held top-scoring teams to low-point totals, while on the offensive, Torrez, Arenas and Blackburn have proved adept at setting up key scoring plays into the pivot. High scorers this year are Squires, Arenas, Duschene and Dostalek, ably assisted by the other members of this aggressive team. Games are played by college rules with 20-minute halves.

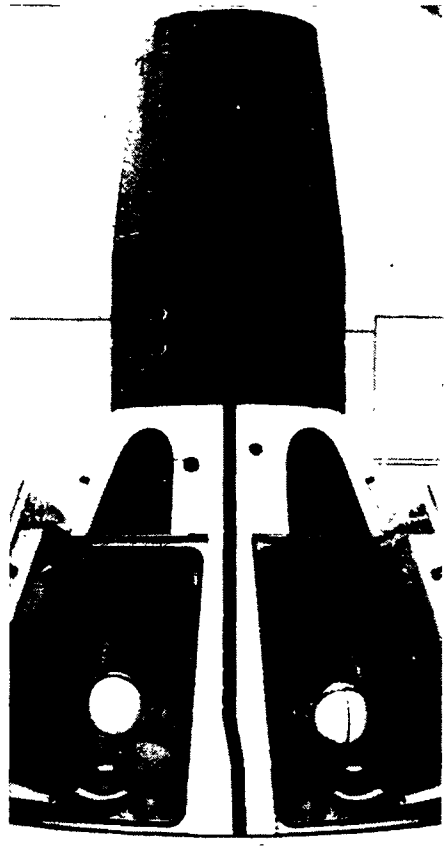
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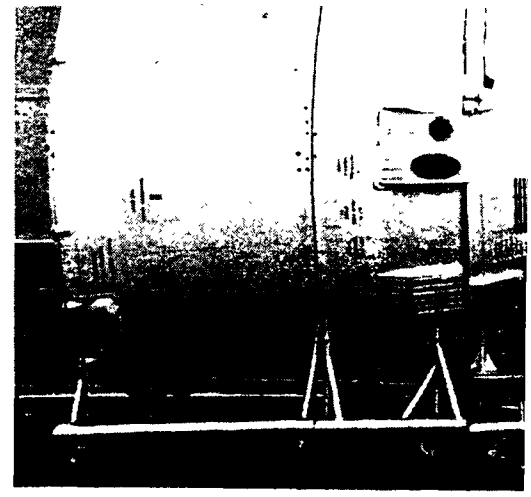
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Selling safety in space—



Mercury Astronauts John Glenn, Jr., and Walter Schirra inspect a model of the Gemini now being built. With two sections, the spacecraft weighs about twice as much as the Mercury and is 20 per cent larger.





Shown here in takeoff position, the spacecraft will be structurally protected by J-M high temperature insulations Min-K and Thermoflex.

Mrs. Leonard Johnson never knows quite what is going to end up on her kitchen table. Her husband may leave one of the prize pheasants he bagged on a hunting trip. Or he may leave a sample of Min-K, carefully packaged, after he's "bagged" another customer for J-M. Being married to an aerospace salesman can be just that diversified, more hectic.

Leonard R. Johnson will be off to Tulsa, Okla., or Denver, Colo., on a sales job for J-M and Mrs. Johnson and sixteen-year-old Steve may not see him for a week. It's been that way ever since he started working for J-M in 1948 at the St. Louis office. Recently, he's been specializing in aerospace insulations, dealing with such firms as Boeing in Wichita, McDonnell in St. Louis, North American Aviation in Tulsa, Martin in Denver and many others.

The biggest volume of sales for J-M is the F4H fighter and attack plane ("The Phantom") which has set speed and climb records and is now being purchased by both the Navy, Marines and Air Force. But for three years now, Johnson's big project has been NASA's Mercury space program at McDonnell Aircraft Corp. Other projects also included Project ASSET, a test vehicle for aerothermodynamic glide re-entry studies, and the Talos missile. J-M products used were Min-K, Thermoflex Felts, Micro-Quartz, Micro Fibres and some reinforced plastics on a few projects.

The latest big sale for Len is on the Gemini project, designed to launch two men in the same spacecraft with a "life support" system capable of orbiting them for periods up to two weeks, fully supplied.

Heat excesses at launch, orbital height and during re-entry into the atmosphere are the dangers J-M products are designed to cope with and Johnson has found he must be constantly "on call" for the engineers and designers at McDonnell.

The sale started with Johnson taking over samples of Min-K and Thermoflex for the McDonnell people to test and evaluate.

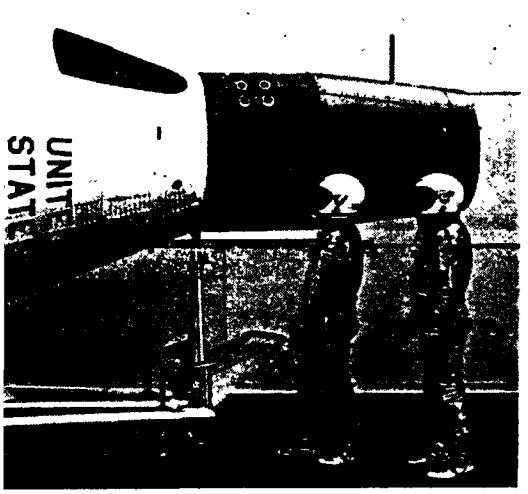
Thermoflex is used primarily between the two "skins" of the spacecraft, as protection for the astronauts. Min-K is used for structural protections, with layers on top of ribs or structural pieces, around doors and escape hatches. Min-K stands for a more technical term, minimum conductivity, which means that it allows the minimum amount of heat to pass through it.

"Actually, Min-K was designed to withstand a constant temperature of

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for U.S. project Gemini



Gemini spacecraft when completed is designed to launch two men with a "life support" system capable of orbiting them up to two weeks.

1,400 degrees, but will take brief periods of much higher temperatures," says Johnson.

How does the Gemini application differ from the Mercury? "The number of items required are considerably greater and require a great deal of work by the Manville Plant people," he says. "The cost of Min-K cannot be readily estimated as McDonnell requires it in many shapes and each requires a new mold."

In charge of all this work at Manville is Bob Hoagland, Superintendent of the Thermoflex Dept. Tooling work is done by Bob Messerole and Art Spencer. The principal sales coordinator is Andy Hriniak, Jr. Frank Kwatonowsky, Jim Eberts, John Hess. Joe Verdine and S. Capisi have spent many hours in engineering and production drawings that must be approved before the tooling is completed or parts furnished. John Kubicek, Planning and Scheduling, has the job of making sure parts are produced and delivered according to specification and on their critical schedule.

McDonnell has placed a number of orders with J-M for series of Gemini parts. These requirements are handled by three engineering groups at McDonnell, each in charge of a different part of the spacecraft.

All of this keeps Johnson busy, but not too busy for work around home. One home project that took one and a half years of spare time to complete has turned their basement into a "Rathskeller" or recreation room, complete with shuffleboard, ping pong, lounge chairs, and bar. On the floor, the Johnsons used J-M Terraflex. The ceiling is Random Fibertone, the bar top, Colorlith.

"He also installed an intercom system all over the house," she adds with a proud smile. "I was really worried when he started drilling holes in the living room wall, but it came out all right. At least all the holes were right."

Young Steve seems to be caught up in the allure of his father's business. His future plans include work in engineering. His father's professional comment—"There couldn't be a better field for the future."

* * *

Companies like McDonnell, Boeing, Martin and Republic are already big names in the aerospace field, "And we intend to establish Johns-Manville as the unquestioned leader in the field of asbestos materials for reinforced plastics," says E. F. Briggs, Jr., Manager of the newly-organized Aerospace Group in the Industrial Insulations Division.

This new J-M team has been created to secure an even greater penetration in this market for which $23.5 billion has been proposed in the 1964 fiscal budget. To accomplish this, J-M has 12 aerospace salesmen in eleven key U. S. areas, who, like Len Johnson, carry on our work in space.



The new J-M Aerospace Group includes, from left to right, S. A. Tompkins, Product Mgr.; E. F. Briggs, Group Mgr.; and J. M. Van Voorhis, Sales Mgr. Not shown is L. M. Hedges, Product Mgr. Their goal —to boost sales in the booming space industry, for new and old products.



One of a team of J-M Aerospace Salesmen, Len Johnson's Gemini sale was for Min-K (at) and Thermoflex.

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RECENT J-M ASSIGNMENTS





GENERAL HEADQUARTERS
Purchasing
HARRY WINTERROTH to Purchasing Agent from the post of Senior Buyer in Purchasing.



ASBESTOS FIBRE DIVISION
Jeffrey Headquarters
DAVID JOHN STRAW to Chief Geologist from Assistant Chief Geologist, Jeffrey Mine.



ASBESTOS FIBRE DIVISION
Jeffrey Mine
PHILIP DUNKERLEY to Engineer from Assistant Engineer in Engineering Department.



GENERAL HEADQUARTERS
Purchasing
ERVIN T. GRAHAM to Purchasing Agent from the Post of Senior Buyer in the Purchasing Dept.



ASBESTOS FIBRE DIVISION
Jeffrey Headquarters
LEO GAGNE to Supervisor, Order Section in Asbestos Fibre Division Sales Department, from Order Clerk.



ASBESTOS FIBRE DIVISION
Jeffrey Mine
JEAN N. BELCOURT to Engineer in the Mechanical Section, from Assistant Engineer in the Engineering Department.



GENERAL HEADQUARTERS
Purchasing
HOWARD A. ROHN to Purchasing Agent from the post of Senior Buyer in the Purchasing Dept.



ASBESTOS FIBRE DIVISION
Advocate Mine
DESMOND P. R. SMYTH to Mill Superintendent from Assistant Mill Superintendent at Jeffrey.



ASBESTOS FIBRE DIVISION
Jeffrey Mine
HELMUT PALME to Senior Industrial Engineer from Industrial Engineer, Jeffrey Mine.



GENERAL HEADQUARTERS
Purchasing
WILLIAM W. HANOLD to Senior Buyer from the post of Buyer in the Purchasing Dept.



ASBESTOS FIBRE DIVISION
Advocate Mine
JOHN E. KELLEY to Garage Foreman from Open Pit Garage Foreman, Jeffrey Mine.



ASBESTOS FIBRE DIVISION
Jeffrey Mine
CHARLES VAN STONE to Supervising Engineer in charge of instrumentation from Senior Electrical Engineer, Jeffrey.



RESEARCH & ENGINEERING
Manville Center
FRANK A. CLAESSENS to Project Manager for Pipe, from Project Engineer, Research and Engineering Dept.



ASBESTOS FIBRE DIVISION
Jeffrey Mine
CARL HEGENBARTH to Maintenance Supervisor, general plant area, from Senior Engineer, Engrg.



ASBESTOS FIBRE DIVISION
Jeffrey Mine
JAMES POWER to Assistant Mill Superintendent, from Foreman at Jeffrey Mill.



RESEARCH & ENGINEERING
Manville Center
HENRY S. GOODSPEED to Construction Engineer, Plant Engineering, from Section Chief, Primary Research, New Business.



ASBESTOS FIBRE DIVISION
Jeffrey Mine
ALAN R. GARTSIDE to Senior Engineer in the Engineering Dept., from Engineer at Jeffrey.



ASBESTOS FIBRE DIVISION
Jeffrey Mine
GERARD LAMBERT to Pilot Mill Technician in Training, Fibre Development & Research from Trades Helper in Mill Maintenance.

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ASBESTOS FIBRE DIVISION
Jeffrey Mine
STANLEY McKEAGE to Pilot Mill Technician in Training, Fibre Development & Research from Foreman GeologicalDept.



ASBESTOS FIBRE DIVISION
Munro Mine
LEO A. LAITINEN to Finance Manager from General Accountant.



ASBESTOS FIBRE DIVISION
Munro Mine
EDWARD B. McKENNA to Manager, Quality Control, from Fibre Development Engineer, Fibre Dev. & Res. at the Jeffrey Mine.



ASBESTOS FIBRE DIVISION
Munro Mine
RONALD R. WALKER to Supervisor for Industrial Engineering Department, from Senior Industrial Engineer.



ASBESTOS FIBRE DIVISION
Munro Mine
OLIVER R. HEIKKILA to Foreman, Electrical Department, from Surface Leader, Electrical Dept.



BUILDING PRODUCTS DIVISION
Division Headquarters
PAUL L. EARLE to Sales Manager of new Industrial Asbestos Cement Boards Dept. from Sales Mgr., Marine Boards, Industrial Insulations Div.



BUILDING PRODUCTS DIVISION
Eastern District
ROBERT V. LOHSE to Sales Supervisor, Eastern Region, Indus. A-C Board Prods. from Prod. Mgr. Nashua - Billerica Prods., Marine Boards.



BUILDING PRODUCTS DIVISION
Chicago District
JOHN C. ROBINSON to Sales Supervisor, Midwestern Region, Industrial A-C Board Prods. from Cincinnati - Cleveland Sales District.



BUILDING PRODUCTS DIVISION
New Orleans District
KENNETH STEPHENS to Sales Supervisor, Southern Region, Ind. A-C Board Products from District Manager, Milwaukee District.



BUILDING PRODUCTS DIVISION
San Francisco District
FREDERICK HEIDL to Sales Supervisor, Western Region, Ind. A-C Board Products from Salesman, San Francisco Sales District.



BUILDING PRODUCTS DIVISION
Division Headquarters
JAMES V. MAGEE to Product Manager, Colorlith, ACE and Electrical Prods., Ind. A-C Board Prods. from Salesman, Marine & Board, N. J.



BUILDING PRODUCTS DIVISION
Division Headquarters
WILLIAM M. GOODEN to Product Manager, Utility & General Purpose Prods., Ind. A-C Board Prods. from Product Mgr. in Boards.



BUILDING PRODUCTS DIVISION
Division Headquarters
GEORGE CONSTANTIN to Product Manager for Transitop & Curtain Wall Systems, Ind. A-C Board Prods., from Res. Technologist, Research.



BUILDING PRODUCTS DIVISION
Division Headquarters
JESS L. WILLIAMS to Product Manager for Acoustics, from Sales Manager, Construction Department, Division Headquarters.



BUILDING PRODUCTS DIVISION
New York District
JOHN R. WEBER to Corrulux Special Representative, from Salesman, N. Y. District.



BUILDING PRODUCTS DIVISION
Milwaukee District
ARNOLD R. BLOCK to District Sales Manager from Assistant District Sales Manager in Saint Louis District.



BUILDING PRODUCTS DIVISION
Rockdale Plant
JOHN E. PICKERING to Plant Manager from Assistant Plant Manager in Rockdale.



CANADIAN PRODUCTS DIVISION
Toronto Headquarters
TED R. ALTPETER to Products Specialist, Bldg. Materials, from Industrial Engineering Supervisor, North Bay Plant.



CANADIAN PRODUCTS DIVISION
Toronto Headquarters
JOSEPH E. McGILL to Staff Manager for Special Products from Salesman, Toronto.



CANADIAN PRODUCTS DIVISION
Toronto District
HARRIS G. WALTON to Salesman in the Celite Products Dept.



CANADIAN PRODUCTS DIVISION
Asbestos Plant
MANVILLE WILLIAMS to Chief Scheduler, Building Materials Section, from Scheduler, Building Materials.

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CANADIAN PRODUCTS DIVISION
Asbestos Plant
EDWARD CONNOLLY to Senior Scheduler, Industrial Products, from Order and Billing Dept.



CANADIAN PRODUCTS DIVISION
Asbestos Plant
JEAN L. BEAUCHESNE to Senior Order and Billing Clerk from Clerk, Order & Billing.



CANADIAN PRODUCTS DIVISION
North Bay Plant
ALVAR A. RANDA to Acting Industrial Engineering Supervisor from Industrial Engr.



CELITE DIVISION
Cleveland District
ROBERT S. PRESTON to District Sales Manager from Sales Engineer in Minneapolis.



FIBER GLASS DIVISION
Defiance G28 Plant
EDMUND M. SAND to Supervisor of Industrial Engineering, from Industrial Engineer, Plant G30.



FIBER GLASS DIVISION
Defiance G30 Plant
DAVID C. STORM to Production Superintendent, Insulation, Molded Parts & Special Prods. from QC Supt., Corona (California) Plant.



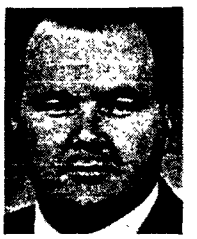
FIBER GLASS DIVISION
Defiance G30 Plant
ROBERT VAN SCODER to Plant Training Engineer from Superintendent, Special Products Department, Defiance.



PACKINGS & FRICTION MATERIALS DIV.
Division Headquarters
HERBERT J. LANDIS to special assignment coordinating activities for Railroad Journal Bearing Seals keeping Staff Manager title.



PACKINGS & FRICTION MATERIALS DIV.
Manville Plant
LOWELL I. MAZIE to Industrial Engineering Supervisor from Chief Scheduler, Moulded Packings Department.



PACKINGS & FRICTION MATERIALS DIV.
Manville Plant
JOSEPH HENNINGSEN to Chief Scheduler, Moulded Packings Department, from Plant Training Engineer, Manville.



PACKINGS & FRICTION MATERIALS DIV.
North Brunswick Plant
JAMES M. STOVER to Industrial Relations Manager from Supervisor, Industrial Engineering Department, at the Manville Plant.



PIPE DIVISION
Division Headquarters
DONALD M. MacKAY to Staff Manager for Plastic Pipe from Market Specialist, New Business Department at Research.



PIPE DIVISION
New York District
NORBERT P. BRUST to Assistant District Manager, Distributor Sales Department from Senior Salesman, Pipe Div.



PIPE DIVISION
Los Angeles District
KAY P. SUTTON to Assistant District Sales Manager from Salesman in Los Angeles Dist.

Announcements

RETIRING—MAY 1

RANDOLPH H. BARNARD, SR., Toledo
HAROLD H. BAYES, Waukegan
GEORGE W. COYLE, Alexandria
ANGELO L. FAORO, Joliet
LESTER HUNT, Manville
JAMES KAVANAGH, Manville
JOHN KORINKO, Manville
JOSEPH LACHANCE, Nashua
HERBERT W. MATTICE, Los Angeles
THOMAS PASCALE, Manville
ALEXANDER B. PHILIPP, Manville
CARL SOUTHAL, General Headquarters
RUDOLPH VOLLERT, SR., Manville

RETIRING—JUNE 1

CARL AHLSTROM, Research
SHERMAN BARKLEY, Zelienople
WILLIAM CARTER, Billerica
EMERSON J. FOUGHT, Cleveland District
GEORGE D. HARING, Manville
VICTOR JOHNSON, Los Angeles District
WALTER D. MAHER, Tilton
AGOSTINO PATENTE, Manville
A. GILBERT THOMPSON, Jeffrey
HORMIDAS TURGEON, Jeffrey
CLYDE WILLARD, Waukegan

QCC INDUCTIONS

PITTSBURGH SALES CHAPTER, May 14, Highland Country Club
FLOYD E. SAXER
LOMPOC CHAPTER, May 21, Lompoc Veteran's Memorial Building
VICENTE ESCOBEDO
WALTER H. GROSSI
GEORGE K. NOE
GEORGE T. ANDERSON, San Francisco

IN MEMORIAM

JACK GRINIAK
Manville, Dec. 31
WILLIAM LEGG
Alexandria, Jan. 1
ANGELO CALANDRA
Manville, Jan. 2
JOSEPH HEARD, JR.
Marrero, Jan. 6
ANDREW CHONTOFALSKY
Manville, Jan. 7
GEORGE KOLLAR
Manville, Jan. 8
RENAUD POISSON
Asbestos, Jan. 8
WILLIE WILLIAMS
Waukegan, Jan. 8
GLEN E. SEEGER
Watson, Jan. 12
WILLIAM N. ALLMAN
New York, Jan. 16
ALVIN J. ERICKSON
Manville, Jan. 18
MRS. ANNA STRYKER
Manville, Jan. 19
PAUL E. DOREN
Richmond Plant, Jan. 21
GEORGES LAMBERT
Asbestos, Jan. 21

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"He will never regret it"

says Paul Hof, St. Louis Retiree

Looking out from a fourth floor window, you knew it was a cold morning in St. Louis by the speed people were walking and the white breath following them. In the office, the conversation was warm; the two men were watching the one man below walking up the snow-covered hilly street.

"There's Paul now. Look at him walk! You know, he still walks up that hill faster than I do."

"I guess Paul can't do anything slowly," answered the other with a smile. "Well there certainly wasn't anyone who got the job done faster, or more thoroughly," the other went on. "And what he didn't think of, you didn't need."

C. B. Hann, St. Louis Dist. Mgr. for Industrial Insulations, turned away from the window to his office. Keith Ray, District Engineer for B/P, went back to his desk. The elevator doors were opening regularly, the first telephones starting to ring. The man getting off the elevator had come to talk about new jobs and old friends.

The difference is, Paul Hof retired in June 1960.

For some 28 years, Paul worked as an estimator salesman in the St. Louis district, handling estimates and bids on thermal insulations for large industrial jobs, such as power plants and refineries. In 1957 he became a member of the Quarter Century Club. Today, there's still a lot to attract him to the J-M office.

"Actually, I enjoy the people, and retirement is far from monotonous for me," he says. "It's sort of recreation. I just enjoy being around."

Paul and his wife Pat delayed their move to their new home in Sun City, Arizona, until November, 1960. When they arrived there, he soon began to know J-M's approved contractors and distributors in nearby Phoenix, Kircher Asbestos and Rubber Co.

But the Hofs couldn't leave St. Louis permanently and they were soon back in their apartment in Clayton. Since then, they have spent several months at each home.

With all this traveling, the Hofs quickly found they had one big assist —the J-M retirement plan. "The retirement plan has been a real big help," he says. "I'd advise any J-Mer to join it as early as he can and stay with it. Certainly, he'll never regret it."

Does his life seem too hectic to be described as retiring? Not so, claims Paul. "I'm a darned good loafer, but I'm never at a loss for something to do around home."



Why be an 'Early Bird'?

As St. Louis retiree Paul Hof so aptly says, getting in the J-M retirement plan early and "staying with it is well worth while." Just what advantages are there in joining early?

A new member contributes according to his age at the time he joins, and his contribution rate is higher the older he is when he joins. If, for instance, a J-Mer joined the plan when he was 21, his rate would be only 1.6% on the first $300 of his monthly earnings. This rate continues all his years in the plan. If, however, he did not join until he was 36, his rate would be 2.4% and at age 46, it would be 3.0%.

So, as the old saying goes, it just makes good sense to be an "early bird," the earlier the better.

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'The way I see it, people are my job'



Ted Prideaux, Foreman of the P & FM Lining Department at the Waukegan Plant, describes what's all in the day's work

"My day starts over the breakfast table as I think over the previous day's activity and what probably lies ahead of me at the Waukegan Plant where I'm a department Foreman.

"On any given day, I'll be concerned with technical problems, scheduling, quality control and the like. But as I see the job, it's more a matter of human relations. I may see 50 to 100 people in the course of the coming eight hours —and not just "see" them; I'll talk to them about the details or problems of machines, products, safety glasses and what have you. But I don't deal with these things; I deal with people about these things, about their problems, the company's problems, but always through people. With all the talk of automation, I believe people are still the most important to a company and they always will be.

"So the details of the day's work and the people with whom I have to check are what I think over and try to organize in my mind for the coming day. Normally, I ride to the plant with two fellow employees, Chuck Hutchison of Gasket, and Glen Robbins, a development engineer. On the way we discuss common problems, many of them to do with the plant. Usually we arrive somewhat before 8 a.m., when my formal workday begins.

"Unless there are special runs, orders or samples to be expedited, or other production problems for which I feel it necessary to come in early, or which must be taken care of immediately upon my arrival, my normal workday—if there is such an animal for a Department Foreman—begins by contacting each of the shift foreman. We discuss labor, machines, schedules and take any action that may be required. After this verbal check on operations, I review the reports of the previous shifts, checking carefully production, reject and down-time reports, taking any action that is indicated or reporting it to those who will.

"Once these immediate things are done, I have a chance to do some of the planning needed in my responsibility. It's my responsibility for instance to see that material flows through the department efficiently.

"Our overall problem, as I see it, is to produce a quality product, at a reasonable price, at a time when a customer wants it. To do this we must keep equipment in good condition and improve it wherever possible. Also, we must have good people in our work force, well-trained in their respective jobs and functioning safely and efficiently.

"I assign help for all shifts and I must see that they're doing the proper things. To do this, I must know them and their capabilities, and they must know me—know they can speak frankly to me—and respect my judgement.

"I picture myself as a kind of middle-man in plant activities, with my single, most important job being communication—two way communication. As a member of management, I keep informed about and participate in coming changes. In our business, changes are almost constant. This is good, because change means you're growing. So, as I learn of changes, I explain the background and the reasons behind the moves to the people on the floor so that they understand what we're trying to do. On the other hand, I'm in constant contact with my people, so I know their problems and needs. I handle what I can and pass the rest along to higher management. As I say, people are the most important part of my job."

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(A)



(B)

'It's two-way communication'

"These are the pictures Ed Garolis got of me when he dogged my heels one day recently. In (A), I was making the first check of the day's scheduling with Lena Canfield, Brake Lining Expeditor, and Herb Kinas, General Foreman. On my rounds (B), John Stolarik, Double Edge Grinder Operator, pointed out a mechanical problem. And this was the day I welcomed back returned veteran Arthur Mancilla (C), gave him a locker, got him settled. Later (D), I checked with Jessie Campbell here, who's a Sorter, on these Daimler Benz linings whose quality we're so proud of, for without a doubt, that's what gives us our competitive edge. Bill Brausa (E), QC Supervisor, emphasizes the fine tolerances this Lincoln lining must also meet. After lunch (F), we had an informal review in the skill development program that's been such a help in the employee-management goal of improving our operations. Drill Press Operator Frank Schneider (G) and I check the fit of his new safety glasses. It's all people—and it's all in my day's work."



(C)





(F)



(D)

(E)



(G)

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FORT TICONDEROGA



Billerica J-Mer Ed Diaz (standing left) blasts away down range at the Fall meet of the Fort Ticonderoga Muzzle Loading Assn. He and a fellow J-Mer, Paul Arcand, built the cannon at a total cost of $30.

An 800-pd muzzle-loader, it normally loads a six-pound shot. The men placed second at the Meet, a well-earned prize for three months of work in their spare time.

The parts were collected from various junk yards. The wheels were once part of a 1908 hay wagon. The barrel is 3″ pipe lined with Shellby tubing, and the back of the gun tube is 5″ sweated tubing over the 3″ main tube. The chassis is pine wood bolted and banded to the axle.

The gun was completed last June and test-fired that summer. Ed has been a J-Mer since February, 1962, employed as an industrial machinist. Paul, with J-M since March, 1961, is a fibre grinder.

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