NEWS / PIC

JM PRODUCTS

JAN./FEB. 1965

For the 22,117 Johns-Manville employees, retirees and their families



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NEWS PIC

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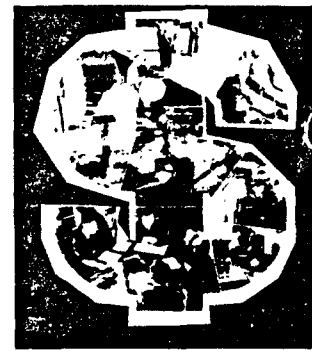
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PROFIT:



Someplace today there's a rather serious-looking man, dressed in fresh overalls and a new winter jacket, walking into a Johns-Manville plant for the first time. Just as you were, he's a little nervous. The fellow chatting with him across the desk is the Plant Industrial Relations Manager. For fifteen or twenty minutes they talk about his previous jobs, his competency at his trade.

Carefully, he looks over the printed form in front of him and signs it. Tomorrow he will start work in the heart of a bustling J-M operation. A job is born. Where did it come from?

It came from profit. A company "wallet" that gives us new jobs, new plants like Marshville, Cleburne, and Hayward; helps our research team come up with new products developed to meet buyers' demands; boosts our international sales team; and builds new plants in St. Marcellin, France or Ghent, Belgium.

How do you measure a "healthy profit"? Certainly not by size alone. J-M can't be content with simply comparing amounts of profit this year with other years. When the national economy is expanding, a rising profit figure could still conceal the fact that a company is only standing still or even falling behind competitors. This was explained to management at a seminar this year.

Looks are deceiving and so are figures. It takes a lot of planning to arrive at the figure that creates the job for the new man as well as the job security for the J-Mer with long years of service.

Over the years, J-M has established a three-stage growth and profit program, increased in effort this year for further improvements of results.

The first stage is the "profit plan," a statement in which sales and production people in each division plan costs and income for the following year. After acceptance, it becomes the operating plan for the year, including budget and sales goals.

Secondly, an "action plan" brings together ideas on things-to-be-done for each major product line for the following two years. This shows materials and manpower requirements based on a projection of market trends and J-M's forecasted percentage of that market.

In the third and final stage, a

Francis H. May, Jr., Vice President for Finance, during his address at a recent profit planning seminar.



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the planning behind your job

"growth plan" covers a period up to ten years, stating each division's long-term objectives, anticipating requirements for new products, major capital expenditures and major changes in organization.

Some people might mistakenly label all such projections as "blue-sky forecasting." But J-M is fast bringing it down to brass tacks.

The distance between division headquarters and the new man once seemed very great. But today, division knows about the job, knows why it was created and what it's expected to add to the plant's productivity. It's all in the plan, under factors affecting plant costs and inventory.

On the income side of the ledger, figures show what each salesman in each territory expects in total sales volume for product lines for the coming year. Among the various earnings statements issued are the all-important reports of Earnings by Shipping Locations (known as ESLs), showing earnings broken down to plant and warehouse locations.

This breakdown helps division people spot strong and weak points that were not obvious before.

As Francis H. May, Jr., Vice President for Finance, says, "We don't want to wait until the end of 1965 and then say, 'Oh if we'd only known'! We're setting a yardstick against which next year will be measured. We know it's never going to work out exactly the way we planned it. But we do compare results with our plans, spot the differences, trace down their causes and take appropriate action."



Four of the principles in profit planning: Harry Cole (front); D. L. Carpenter, (l.) Manager for Finance Planning: F. H. May; S. S. Childs (rt.).

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There is no room for optimistic figures, or for pessimistic ones, either. We have to be fair with ourselves and quite realistic.

One of the first things division people consider in their planning are the latest economic trends. Harry Cole, Manager for Economic and Marketing Analysis, and his staff are the company's "experts" in this area.

"Forecasting isn't fortune-telling," he declares, looking up from a desk busy with charts, graphs and statistical reports. "We're looking for the most probable expectations, trying to tell possibilities of the future by what's actually happened in the past."

"We have to assume many things, but this happens everyday of your life. . . . You go to work in the morning on a bus, assuming you will arrive within a certain length of time and at a certain stop. You don't expect to have a major traffic jam or a change of schedule which will alter the driver's route.

"We can be wrong, of course, as unexpected things do happen. But even the Census Bureau's forecasts of population have to be revised considerably."

To assist in forecasting, Harry and his staff have available to them national and industry data published by government and trade associations.

"It isn't always a good sign if our sales are increasing at the same rate as everyone else's," explains H. R. Henderson, Staff Manager, Economic and Marketing Analysis. "That means we're just holding our own. Unless we're gaining on others, selling better than they are, we're not doing anything but keeping up with ourselves.

"If we were to sit back satisfied with ourselves next year and do nothing extra to sell our products, I am sure that our sales would increase by the sheer momentum of the growing national economy. But gradually we would begin to lose ground."

Many factors in related industries affect each of our product lines, so much has to be taken into account in arriving at these sales forecasts. Take, for example, a product line like insulating fire brick. If there were suddenly a demand for new automobiles, then new orders for primary metals would go up. This would then increase the work load on steel mills and cause them to build new facilities and improve old ones. As steel mills are one of J-M's big customers for fire brick, J-M sales would also rise, (See chart, pg. 4) with industry sales.

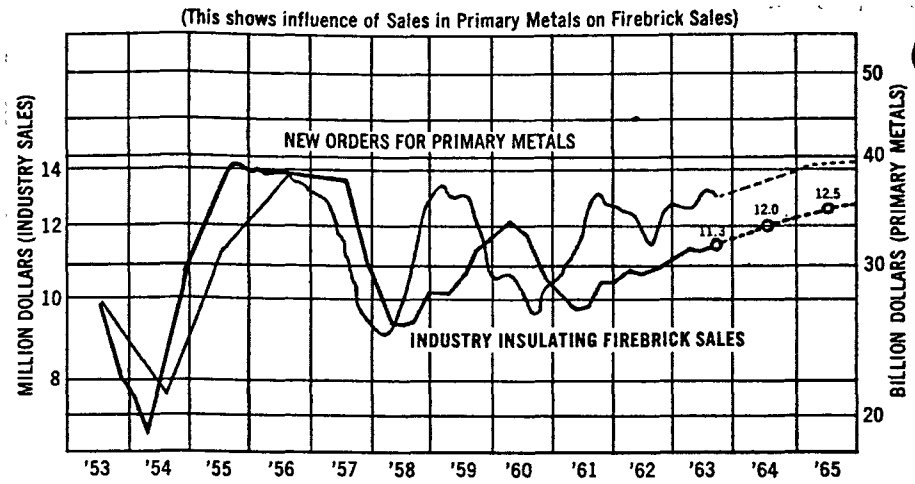
J-M itself influences the market and causes changes by introducing new products, such as with Micro-Aire Duct®, or by developing improvements in older products, such as with the new Ring-Tite® Joints for PVC® Plastic pipe, or lining for TRANSITE® Sewer Pipe.

This kind of planning leads to healthy profits, which when turned back into the company through reinvestments (plants, machinery, etc.) permits us to expand and grow.

In the United States today, business growth is expanding at a rate of about 4% a year, compared with population growth at 1.5%. For the past four years, we've had an uninterrupted rise in the economy—the second longest peacetime expansion in our history.

These and other signs of our healthy economy are certainly cause enough for Product Managers to smile. It's a good time for J-M to get ahead. But how?

The answers for Building Products alone are established in their profit plan—books in length. The figures weren't arrived at by luck. But by a



INDUSTRY INSULATING FIREBRICK AND NEW ORDERS FOR PRIMARY METALS

President C. B. Burnett (rt.) chats with Roy Seeber, Mgr. of Schedules, B/P; and E. A. Cox (rt.), Sales Mgr., Appliance & Railroad, Ind. Insul., talks to W. P. Hahn, Technical Mgr., Waterville Technical Center.



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lot of hard work.

This year, while emphasis on planning has increased in all divisions, an experimental pilot plan is being tried in Building Products Division. Because of its wide diversity of products, that division is likely to encounter the majority of problems that may occur in other divisions.

As Oscar Moore, Building Products Controller, explains, "If the experimental plan can be so constructed as to work in this division—and with its size it would be the toughest—it can work anywhere. Of course the plan will mean months of work, and hard-headed evaluation, as it is a research effort. Sometimes, though, you feel as if it might take a couple of billion years to finish."

Unfortunately, the divisions haven't even a year to plan the next year, only about four months, and on a definite timetable.

By late August, the sales forecasts for the upcoming year for each product line are compiled by division management and reviewed by Harry Cole and Sam Childs, Manager for Planning and Analysis. At this time, it is presented to President Burnett for approval and necessary changes.

Based on this, each division then projects its costs and expenses for the next year, figured from those of the past and including planned changes. The general target date for completion is mid-November.

Then each division has its day (or days) with the Senior Officers weeding out the final problems, arriving at the most realistic figures. Later, Mr. Burnett will present a consolidated plan based on the division plans to the Board of Directors.

After the plans are accepted, they become the operating budgets for each responsibility, and the sales goals for the coming year.

At mid-year, Division Managers meet with Mr. Burnett to discuss all variations from the plans and the follow-up actions to be taken.

It's impossible to assume that all these projections will be accurate to any decimal-point degree. "One year," says Sam Childs, "Canadian Products Division forecasted sales within $3,000 of what they actually were—nobody gets that close without some luck along with good planning!"

Earnings by Shipping Locations (for plants and warehouses) are issued monthly and Earnings by Product Groups are compiled monthly or quarterly in some divisions. According to Thornton Smith, Controller for Accounting and Analysis, "literally thousands" of these reports are issued, read and discussed annually, from divisions down to plants. The average—an astounding 1,000 a month and some 1,400 quarterly.

Despite the variety and weight of these many reports, integrated profit planning ties them all in, relating them to the entire sales-costs picture. Each helps us understand the figure that at the end of each year reads "net profit."

Profit makes Johns-Manville a good company for which to work, a good company in which to invest.

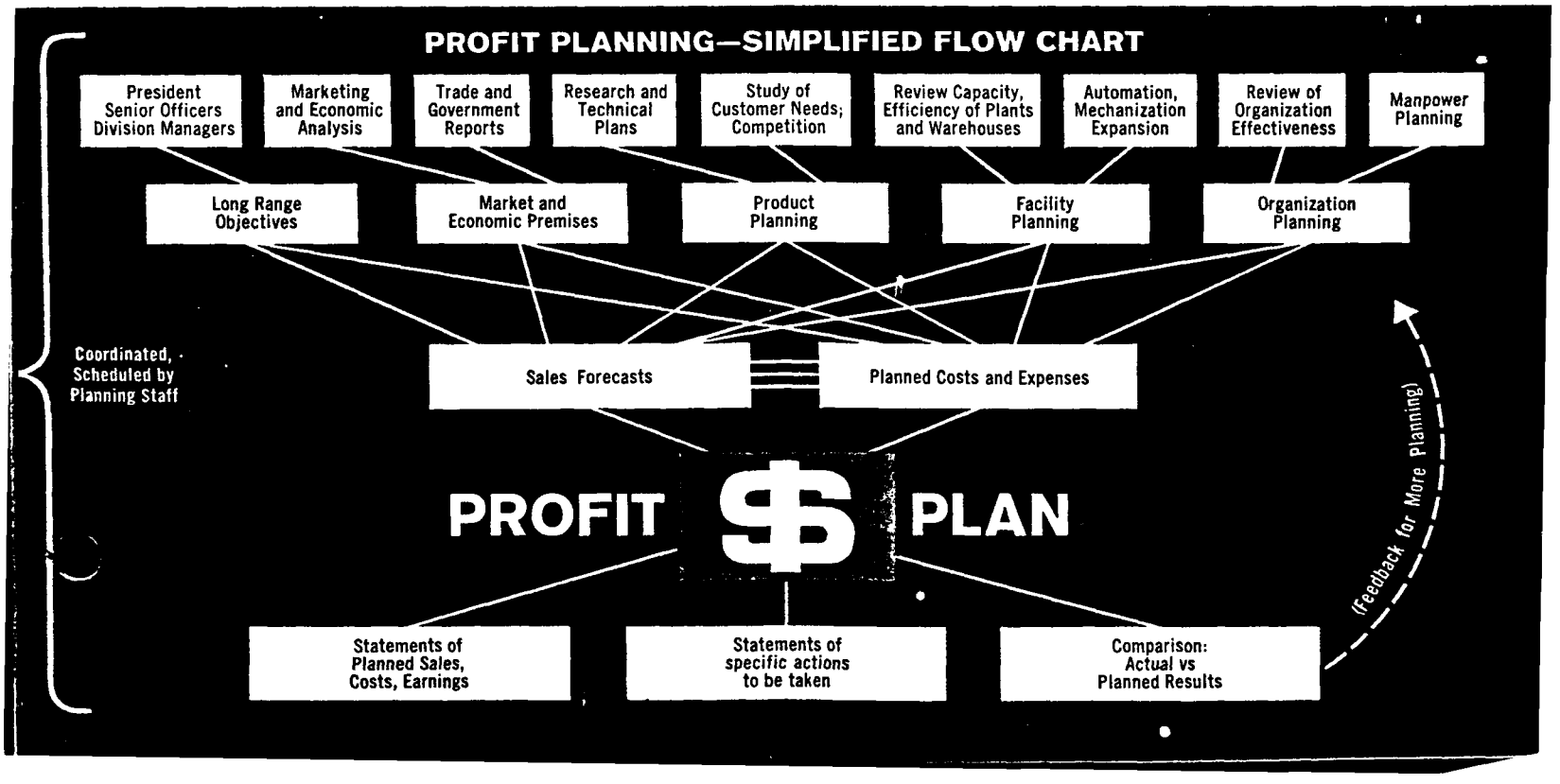
Nobody has to invest in business. He or she could spend the money in many ways—a vacation, new automobile, new home, or simply in a savings account. Certainly if you put your money into a bank that advertised a 3½% return you'd expect that return and if you didn't get it, you'd soon withdraw your funds. Nobody puts money into a bank or a corporation that doesn't offer a reward for the use of that money.

Today, competition runs strong among companies for the funds that some 17 million Americans are investing in stock. It took profit, and good planning, to warrant that confidence in business.

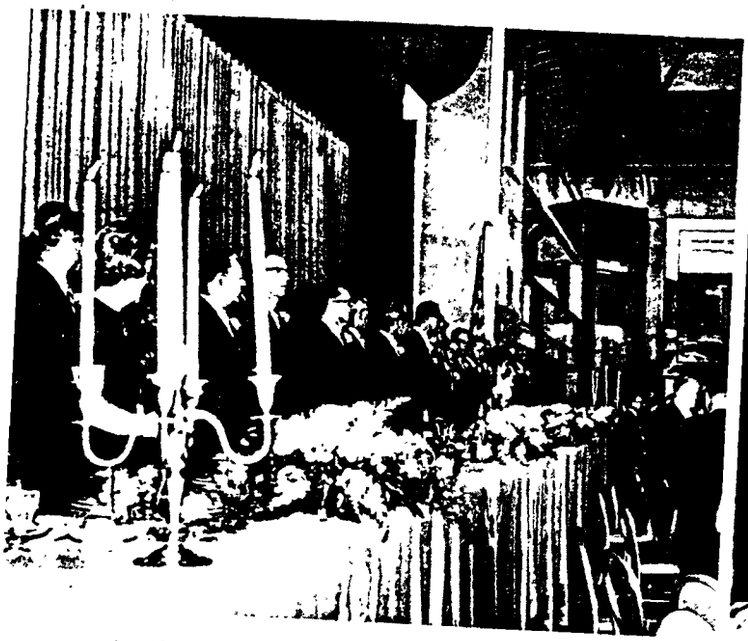
Shown here on these pages in candid photographs are some of the men whose planning for 1965 helps gain and hold the confidence of J-M employees and investors alike.

They work for profit because profit works for them.

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At New York Chapter ceremonies, the twenty-two inductees take the oath of induction, spoken also by members on the floor. Hundreds of J-Mers, their friends and families, attended the induction to honor new members and to meet and congratulate new chapter officers elected for the upcoming year.



At Toledo ceremonies Nov. 12th, W. L. VanDerbeek, General Manager of the Fiber Glass Division, and F. W. Segerstrom, Sales Manager for Automotive Insulation, were inducted. From left are W. P. Hahn, Chapter President; J. B. Jobe, General Manager, Industrial Insulations; Mr. VanDerbeek; Mr. Segerstrom; and D. L. Hinmon, Vice President, Industrial Divisions, and the inducting officer.

JM QUARTER CENTURY CLUB

Honoring New Members

Last month's NEWS/PIC told of the people who were 1964 inductees of the Half and Quarter Century Club.

In this issue NEWS/PIC continues coverage of the inductions.

During the year 276 J-Mers were inducted into the Half and Quarter Century Clubs throughout the U. S. and Canada: Atlanta on Jan. 16, four inductees; Zelienople on April 2, two inductees; Boston on April 16, one inductee; Southern California on May 1, three inductees; Marrero on May 2, eight inductees; Cleveland Office on May 4, three inductees; Lompoc on June 3, two inductees; Alexandria on June 11, one inductee; Manville on Aug. 24, 61 inductees; Milwaukee on Aug. 29, two inductees; Asbestos on Sept. 10, 35 inductees; New York on Sept. 17, 22 inductees; Richmond on Sept. 21, eight inductees; Cleveland Plant on Sept. 22, one inductee; North Brunswick on Sept. 22, two inductees; Fort Worth on Sept. 23, one inductee; Nashua on Oct. 29, 12 inductees; Chicago Office on Sept. 30, four inductees; Chicago Dutch Brand on Sept. 30, seven inductees; San Francisco on Sept. 30, one inductee; New Orleans on Oct. 1, one inductee; Waukegan on Oct. 1, 17 inductees; Tilton on Oct. 2, one inductee; Jarratt on Oct. 8, 69 inductees; Toledo on Nov. 12, two inductees; Toronto on Nov. 20, one inductee; and Montreal Chapter on Nov. 26, one inductee.

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Logan H. Taylor (right) receives a clock during his induction into the New Orleans Chapter of QCC Oct. 1st in ceremonies conducted by inducting officer Murray F. MacDonald, General Manager of the Building Products Division.



During Montreal Quarter Century Induction, Nov. 26th, new inductee T. D. Lodge (left), Montreal Building Materials Salesman, receives a watch from A. G. Sinclair, President of Canadian Johns-Manville, Ltd.



Sept. 30th Chicago ceremonies saw F. H. May Jr. (l.), Vice President for Finance, and F. H. Bingham, B/P District Manager, congratulating new chapter inductee H. S. Wyman (rt.), Ass't District Engineer.

Inductee James B. Fitzpatrick (rt.), takes the induction oath into the Fort Worth Chapter of the Quarter Century Club Sept. 23rd from inducting officer Oscar F. Moore, Controller of Building Products Division.





During induction ceremonies Oct. 30th for San Francisco Chapter of QCC, inductee John Capitolo (rt.) receives his Quarter Century Club watch from the inducting officer M. W. Burleson, General Sales Manager for the Industrial Insulations Division.

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1. Twenty-two New York Chapter inductees were congratulated after the ceremonies by friends.

2. At Toronto on Nov. 26th, Inductee Leonard H. Balmer (center), here with Mrs. Balmer, was pictured with F. K. Doty, Sales Mgr. of Construction, and A. G. Sinclair (rt.) President of C. J-M.

3. Mrs. Helen Krause was the only woman inductee of 7 Dutch Brand Div. inductees, Sept. 30.

4. North Brunswick, Sept. 22, two were inducted into QCC: (l. to r.) inductee John L. Braz; his sponsor, Howard Van de Yaarst; QCC Chapter President, N. J. Stemmer; Myron Tyhanic, sponsor of P. W. Engstenberg; inductee Engstenberg.

5. At Tilton, Quality Control Supervisor Charles F. Dwinal (center) was inducted Oct. 12. Here he's congratulated by D. L. Hinmon (l.), Vice President, Industrial Divisions, and W. O. Wilkinson (rt.), Tilton Plant Manager.

6. Mr. and Mrs. Edward Luczyki (right) accept a book of congratulatory letters and messages from A. B. Marchant, Production Manager, Building Products Division, on Oct. 22. The presentation was made at the 4th Annual Induction of the Cleveland-Avery Chapter, Quarter Century Club.

7. At New York ceremonies, outgoing President D. H. Lyons receives a boutoniere from Miss Winifred Hesselman (l.) and Miss Eunice Budelman.

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Japanese architect visits J-M... praises its products

"In my country the name Johns-Manville means long lasting quality."

These are not the words of an advertising copywriter, but the unsolicited praise of award-winning architect Takeo Fujimoto of Japan. A long-time user of J-M building products, he made the statement after visiting the Manville Research Center and New York City.

The tours were part of a two-week trip to the United States which Fujimoto won in an architectural contest.

"In Japan," he said, "when an architect wants the very best in roofing and wallboards he specifies Johns-Manville products."

His award-winning home design, chosen first of 444 entries, calls for J-M Colorbestos® shingles and wallboards. The design envisions a small well-built home engineered for fast assembly of prefabricated parts to reduce cost.

The Japanese Association of Building Material Suppliers held the contest last spring. In September Fujimoto made the visit.

At Manville—one of the largest research centers of its type—he saw J-M's newest building products; in New York he visited building material displays, architectural schools, and construction projects.

Underwriting the contest prizes was the Kubota Building Products Company, a Johns-Manville licensee. Kubota produces fiber glass, refractory products, asbestos roofing felts, fillers and filter aids, and Colorbestos shingles and wallboards.

A 1951 graduate of Tokyo University, Fujimoto first used a J-M product 10 years ago when a design required a highly dependable waterproofing material. Since then the 36-year-old architect has used J-M materials whenever possible.

Fujimoto's award home is designed around his materials. All supports and beams are identical and the same distance apart, permitting mass production and use of ready-made building sheets such as Colorbestos. The design also considerably reduces labor costs.

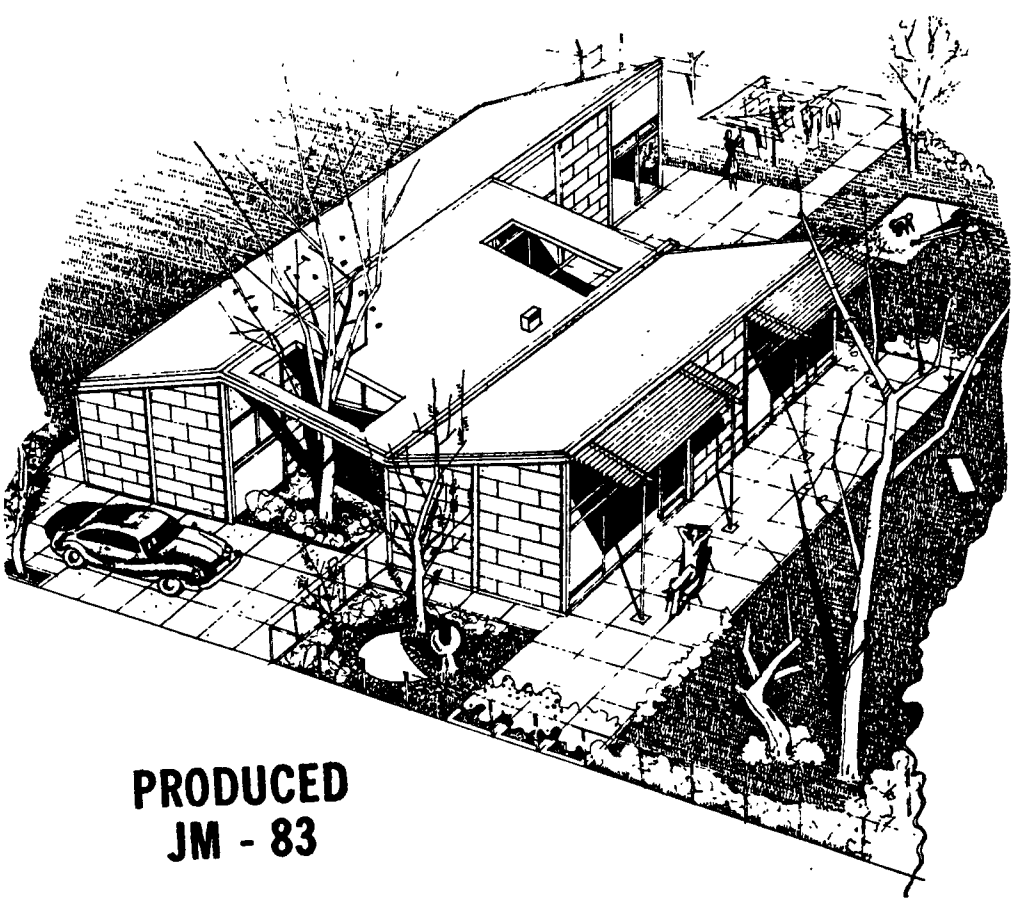
The home—a modified-H floor plan with 1250 square feet—has a living room, dining room, three bedrooms, kitchen, laundry, and carport. The foundation is a concrete slab; there is no basement.

"Few private homes in Japan have basements," explained Fujimoto. "The cost of digging is very high and the moisture in the soil is a problem."

When the announcement of his award was made, Fujimoto was with a private firm in Toronto, Canada, where he has been working for about a year. He was recommended to the Royal Architectural Institute of Canada after competitive tests held by the Japanese Architectural Assn.

With him in Canada are his wife, his three-year-old daughter, and two-year-old son. Fujimoto expects to return to Japan this year.

At 36, with one award already to his credit, Fujimoto looks forward to a rewarding career. And, after seeing first-hand how J-M products are engineered to look well and last long, he knows not only that J-M materials are good, but why they are.



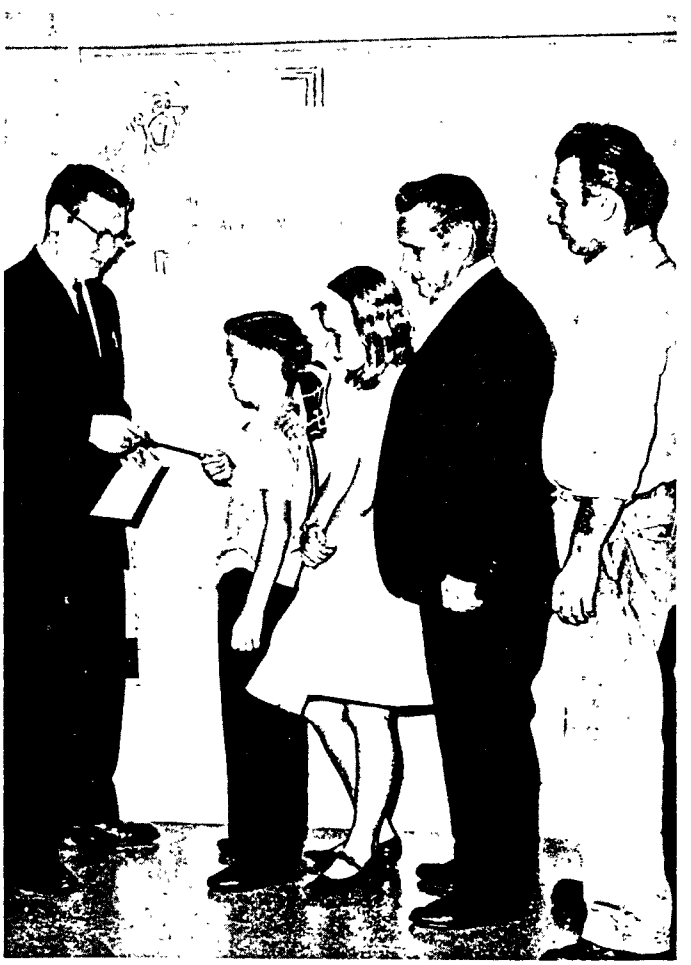
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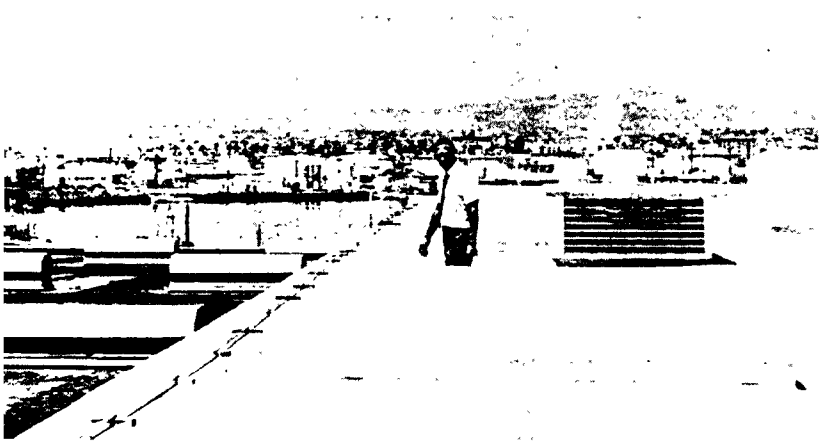
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J-M news-makers

Charlotte Building Products District Manager W. T. Smith posed with J-M's Mrs. America, Desree Jenkins, when she visited the city and was interviewed over WBT Radio. During her visit she made several radio interviews, taped commercials for the United Appeal and Safe Driver Program and appeared with the Manville Chorus on WBT.





Above, Los Angeles B/P Salesman Jim Reid receives the satisfaction of a "job well done." Here he views the completed Last-O-Bestos roofing with Last-O-Lume coating he sold for re-roofing the Star Kist Cannery in San Pedro. An 850-square job, the roofing was applied without removal of old roof, thus permitting the cannery to continue operation under state laws without interruption.

Above, Penbryn Industrial Relations Manager H. P. Eller presents awards to winners in Employees' Children Safety Poster Contest (l. to r.) Billy Nece, First; Debbie Strack, Third; Debbie's father, Robert, Maintenance Mechanic; Billy's father, William, Machine Tender. Not present in this picture are second place winners William and Larry Washington and their father William, Shift Foreman.

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At Waukegan, Safety Production plaques were awarded to Packings & Friction Materials Div., Cut Gasket Department, Lining and Finishing Dept., and Brake Block Dept. Accepting are (seated l. to r.) Harley Mattox, Chief Steward, North Friction Materials; Virgil Aker, Chief Steward, South FM; Dorothy Florio, Chief Steward, Gasket & Packings; (stand l. to r.) Fred Luquer, Production Super., Lining & Sheeters; Charles Hutchison, Production Super., Gasket & Packings; Ed Shotliff, Production Super., Brake Block; Gil Glaser, Divisional Chairman, P/FM; Joe Cecere, Supervisor Safety, Industrial Hygiene & Plant Protection; G. L. Simmons, Plant Manager, Packing & Friction Materials.



Mary M. George, Timekeeper, Packing & Friction Materials Finance Office, Manville, was chosen "Girl Friday" on the Herb Oscar Anderson Show on WABC Radio New York. She was nominated by co-workers and given an orchid by WABC.



Above, As part of new employee training at Cleburne, J-Mers learn many techniques for fighting different classes of chemical fires. Behind the CO2 tanks at this demonstration are Warehousemen Jimmy Street and Jimmy Jones and Material Handler Leroy Dillon. This is part of fire brigade training and was held for all plant employees. Instruction was given also for fire hose use by Bobby Norton, who came with J-M as a Quality Control Technician and whose instruction is based on 6 yrs.' experience with the Cleburne fire department.



Above, Bill Hodgson, Product Manager, Industrial Insulations, Canadian Products Division, was recently elected a Director, for 1964-65 of the Thermal Insulation Assn. of Canada, a national association of contractors, suppliers and manufacturers.

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John Erickson, Dick Zimmer, Kathryn Livengood, Indianapolis Sales, have a special purpose behind their humor. John and Dick are newly-elected to the Board of Directors of Kingston Square Inc. Kathryn won the contest to select the community mascot—this tree.



Below, at Corona, Ysidro Angulo, Pot and Burner Mechanic and Manager of J-M Softball Team (l.) and Frank Marmolejo, Fabricator and the team's "star pitcher," receive the Corona Industrial League Trophy from a League official, for the second year in a row.

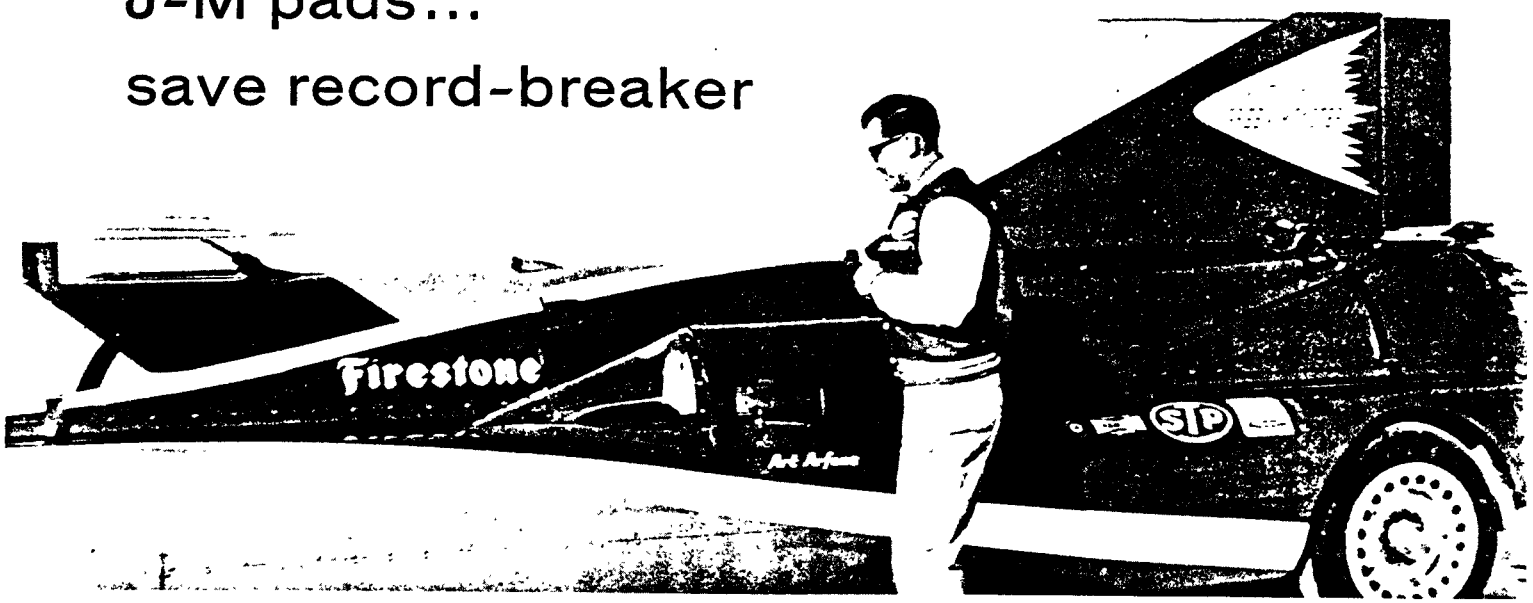


Below, good marksmanship won turkeys for 20 Parkersburg employees at Seventh Annual Turkey Shoot. Clyde Lauderman (r.) won turkeys and Willie Rawson won attendance prize. Other turkey winners were J. Ellis, C. Stump, R. DeLong, C. Frake, I. Rollins, G. Stukey, E. Husk, W. Keffer, D. Stephens, B. Nichols, R. Van Fossen, G. Nohe, D. Mellinger, G. Currey, H. Cowan, C. Hopkins, J. Edwards, C. Horner, G. Cowan.



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Airheart brakes...
J-M pads...
save record-breaker



Just 20 days before setting the world's land speed record of 536.71 mph, Art Arfons staked his life on his "Green Monster's" Airheart disc brakes—and won.

The brakes—equipped with Johns-Manville Pads — brought Arfons' disabled racer to a safe stop on Utah's Bonneville Salt Flats.

Arfons said his brakes were the only means of stopping safely after his parachutes had failed. At about 400 mph a punctured tire caused premature release of the primary parachute, which was destroyed by the jet exhaust. Arfons released the back-up parachute, but it tore severely at the high speed.

And so, at 350 mph, Arfons began braking the huge machine, even though the brakes were not intended for use above 200 mph. But the Airheart brakes brought the racer to a stop before the end of the strip.

In another speed run on Oct. 21, Arfons set the 536.71 mph record.

A major manufacturer of disc brakes for racers—about 75 per cent of the 1964 Memorial Day "500" racers had Airheart brakes—Airheart also makes disc brake conversion kits for automobiles. Since 1949, Airheart brakes have seen wide use on aircraft, racers, scooters, industrial equipment, and military vehicles.

Each of the Green Monster's four wheels is fitted with a 10-inch steel disc and two calipers. Each caliper has two J-M Type 2575 organic friction material pads. As the brakes are applied, the calipers press the pads against the discs in a vise-like action.

The pads, ⅜ inch thick when new, showed only about 1/16 inch wear after the emergency stop, according to Frank Airheart, vice president of Airheart Product, Inc. He called the slight wear "phenomenal."

But Airheart—and Arfons—probably were not very surprised. For Airheart disc brakes have an enviable reputation backed up by successes on race tracks, air strips, and proving grounds. And Airheart engineers knew that J-M pads would measure up to the rest of their braking system; Airheart said in tests J-M linings lasted three times longer than others.

Certainly at the speeds of the Green Monster, safe, sure brakes are a life and death matter.



Frank Airheart (left), vice president of Airheart Products, Inc., and Art Arfons confer before speed trials at Bonneville Salt Flats. Airheart Products developed the disc brakes used by Arfons in his record-setting runs in the "Green Monster."

PHOTO QUIZ ANSWERS:
As some J-Mers have already guessed, the faces to remember shown last issue were (l. to r.) C. R. Manville, T. F. Manville, L. R. Hoff, H. Edward Manville.

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Recent J-M Assignments



F. E. DUTCHER

F. E. Dutcher has been named Senior Operating Vice President for the new Building Materials Operating Group; the Building Products, Flooring, and Melamite Divisions. Mr. Dutcher, who has been General Mgr. of Building Products since 1961, continues as a Vice President of Johns-Manville Corp. Joining J-M in 1933, Mr. Dutcher was a B/P salesman before Navy service in WWII. He rejoined J-M in 1945 with B/P posts as Merchandise Rep. in Cleveland and Asst. Dist. Mgr. and Dist. Mgr. in Milwaukee. In 1958 he was named a Vice President of the J-M Sales Corp. and Asst. General Sales Mgr. for Dealer Building Products. In 1960 he became General Sales Mgr. and later General Merchandise Mgr. of Dealer Building Products.



M. F. MacDONALD

Murray F. Mac Donald has been named General Manager of the Building Products Division. Previously the Division's General Merchandise Mgr., he continues as a Vice President of the J-M Sales Corp. Mr. MacDonald joined J-M in 1935 as a B/P salesman in Chicago. After Air Corps Service in WWII, he was Asst. Dist. Sales Mgr. and Dist. Sales Mgr. in Cleveland for Industrial B/P. In 1961 he became a Regional Sales Mgr. and later Assistant to the Division General Manager.



ADMINISTRATIVE SERVICES
Atlanta Office

ROBERT J. KELLY to Office Manager, Atlanta District Office, from Chief Sales Clerk, New York Dist.



FINANCE DEPARTMENT
General Headquarters

J. J. SPANGENBERG to Tax Manager from Supervisor, Federal Tax Unit.



Finderne

ROBERT J. McLANE to Sr. Systems Analyst, Accounting Methods Department, from Finance Manager, Denison Pipe Plant.



THOMAS TARNOWSKI to Senior Cost Accountant, Headquarters Accounting, from Cost Accountant, P& FM Finance, Manville.



INDUSTRIAL RELATIONS
Pittsburg Plant

JOHN M. GADWAY to Industrial Relations Manager, B/P Plant, from Supervisor of Employment & Safety.



ASBESTOS FIBRE
Jeffrey Mine

DONALD DOYLE to Senior Engineer, Fibre Development & Research Department, from Engineer.



CHARLES GREENLAY to Superintendent, Fibre Development & Research Department, from Supervisor.



R. LAVERDIÉRE to Senior Industrial Engineer, Industrial Engineering Department, from Engineer.



BUILDING PRODUCTS
Division Headquarters

EDWIN J. HOFFMAN to Assistant to General Sales Manager, Sales Dept., from Product Manager, Board & Acoustical Group, Merchandise Dept.



Cincinnati District

D. L. CRUSE to District Manager, Cincinnati Sales District, from Sales Supvr.



Cleveland District

R. N. DOWNING to District Manager, Cleveland Sales District, from District Manager, Cincinnati Sales District.



BUILDING PRODUCTS
Cleveland Plant

PAUL L. MASEK to Production Superintendent from Quality Control Supervisor.



Pittsburg Plant

D. L. MANNING to Traffic Supervisor from Senior Traffic Rate Clerk.

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CANADIAN PRODUCTS
Montreal District
W. G. FLINN to Ind. Products Salesman, Halifax - Nova Scotia, from Ind. Products Salesman, Montreal.



CELITE DIVISION
Division Headquarters
H. R. KEEFE to Staff Engineer from Salesman, Cincinnatti Sales District.



FIBRE GLASS DIVISION
Cleburne Plant
ELLIS H. SPRUELL to Warehouse Shipping and Receiving Foreman from Quality Control Lab Technician.



BOBBY R. MORTON to Quality Control Foreman from Quality Control Technician.



INDUSTRIAL INSULATIONS
Division Headquarters
JOHN B. LANE to Sales Manager, Appliance Section, Equipment Products Department, from Acting Sales Manager.



Finance Office
Manville
STEPHEN J. PREVITE to Contract Administrator, Aerospace Products Department, from Cost Accounting Supervisor, Thermoflex Dept. Manville.



Mexico
ERNEST W. MANNS to Area Manager, Mexico and Central America, from General Manager, Asbestos del Noroeste, J-M affiliate.



PACKINGS & FRICTION MATERIALS
Philadelphia District
ROBERT J. WIGMORE to District Manager, Philadelphia District, from Assistant District Manager.



San Francisco District
W. A. BERGSTEDT to Salesman, Packings and Textiles Department Southern Cal. from Salesman, San Francisco Dist.



K. K. CARLSON to Salesman, Packings and Textiles Department, from outside position.



Waukegan Plant
HERBERT H. KINAS to Planning & Scheduling Supervisor, Packings & Friction Materials Department, from Chief Scheduler.



EDWARD W. SHOTLIFF to Production Superintendent, Brake Block Department, from Planning & Scheduling Supervisor.

Announcements

RETIRING—APRIL 1

ABRAM COVERT, Manville Engineering
LEVINE DENKINS, Houston Plant
JOSEPH GLOSSON, Richmond Plant
MERVAL Y. KETRON, Richmond Plant
PETER MAKRIS, Manville Plant
EMILE G. MICHEL, Jeffrey Mine
GEORGE W. MOORE, Jarratt Plant
FRED PONZIO, Waukegan Plant
EMMONS RANDOLPH, Waukegan Plant
WILLIAM H. SHIELDS, Celite DHQ

RETIRING—MAY 1

JOHN J. ROMANO, Manville
CLAUDE F. HARR, Waterville Technical Center
J. O. LAMBERT, Jeffrey Mine

IN MEMORIAM

WILTON RAYMOND, Billerica, Nov. 11
ALBINI BRAULT, Jeffrey, Nov. 15
SIGMUND SKIRZENSKI, Manville, Nov. 19
MICHAEL J. CARDILLO, Manville, Nov. 25
GEORGE A. ROUSSEAU, Nashua, Nov. 24
RICHARD A. SCHARMANN, Manville, Nov. 25
CHARLES N. RICHARD, Asbestos Nov. 26
ORAN E. ROBERTS, Richmond Plant, Nov. 29
AMBROSE FORET, Marrero, Dec. 1
JOHN ANDRESKO, Manville, Dec. 6
JOHN HANSEN, Marrero, Dec. 12
ANTHONY RUSOWICZ, Manville, Dec. 12
JOHN SCHMITZ, North Brunswick, Dec. 20
HENRI GAGNE, Asbestos, Dec. 22
WILLIAM CARTER, Billerica, Dec. 24
DAVID C. RENTON, SR., Manville, Dec. 25
NATALIA JASINSKI, Manville, Dec. 26
ANGELO FRANCISCI, Manville, Dec. 28
ALEXANDER HENNIGHAUSEN, Waukegan, Jan. 3, 1965
TOM C. GREENWOOD, St. Louis, Jan. 9
FERDINAND BISSON, Jeffrey Mine, Jan. 10
PATRICE CHARETTE, (QCC) Asbestos, Jan. 12
CHARLES O. FRIEDLY, Cleveland District, Jan. 14
RALPH A. FOSTER, Dutch Brand, Jan. 14
CARL T. PETERSON, Cleveland District, Jan. 17

FOR ADDRESSES OF RETIREES—contact Industrial Relations Department, Johns-Manville, 22 E. 40th St., New York, N. Y.

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50 years without an accident

Fifty years on the job without an accident—this was the mark set by Denis Brindle as he joined the Half Century Club in September.

What makes it even more remarkable is that for most of Brindle's Johns-Manville career he has worked as a railroad man; and, as he puts it, railroading has its "risks and dangers."

As he is now the only active Half Century Club member, Brindle holds the best safety record of any J-Mer on the job today.

A locomotive engineer at Asbestos, Brindle believes safety is a matter of everyday working habits.

"Since the early days of my employment," he said, "safety for myself and fellow-workers has always been the practice of our daily work."

Brindle began his J-M career as a water boy for open pit miners. Later he worked as a toolman. Since 1923 he has continuous service in the railway department. Thus, for all his working life he has been around mines, tools, and railroads. Yet his safety record remained untarnished.

The formula by which Brindle achieved this is as simple as it is vital: follow all safety rules and regulations; wear prescribed safety equipment; strive for good cooperation between supervisors and fellow-workers; attend monthly safety meetings; present safety suggestions to supervisors.

"In breaking in or training new employees," explained Brindle, "we older employees have endeavored to pass on to them our teachings and experiences."

And Brindle's enviable accident-free record makes his career a fine example of on-the-job safety.



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