NEWS/PIC

JM PRODUCTS

MARCH 1965

For the 22,288 Johns-Manville employees, retirees and their families



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NEWS/PIC

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C. B. Burnett: President

Publications Editor: Joseph L. Barrington

Associate Editor: Arthur Detman, Jr.

Designer: Fil Giuliano

Manager of Art and Production: Charles W. Zendler

Cover: A hot water line expansion joint, insulated with Metal-On®, is examined by George Smith, Columbus Contract Unit.

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Contributing Correspondents

A. A. Poisson, Asbestos; H. G. Donovan, Finderne; J. H. MacKay, GHQ; Ebbie Eberhardt, GHQ; Helen Bayer Kimbel, GHQ; E. T. Legge, Manville; J. M. Gadway, Pittsburg; C. K. Ray, Los Angeles; Matt Hitlin, Atlanta; Lois Appleton, Los Angeles; E. K. Smith, Marrero; Bill Zelenak, Lowell Mazie, Manville; Homer Frame, Parkersburg; Emma Lee, San Francisco; V. J. Kreienbaum, Jr., Jarratt; Doug Cooke, GHQ; R. C. McKay, Nashua; Carole Bolduc, Denver; Ed Garolis, Waukegan; D. T. Colton, DHQ International.

Contributing Illustrators

Cover, Art Detman, Jr., staff; Design, Fil Giuliano, staff; Pg. 2-5, Ed Morrison, Finderne; Servais Photographers, Maumee, O.; Pg. 6-8, Neal Ranauro, Manville; Pg. 9, Jean Louis Frechette Studio, Asbestos; Pg. 10-13, Lake Oswego Review Photo; North American Aviation Photo; C. L. Frake, Parkersburg; R. A. Barry, Nashua; Le Donne's Studio, Denver; Harry Barnett Studio, Parkersburg; Ed Garolis, Waukegan; Waukegan News Photo by Marshall Simonsen; Pg. 14-15, Pach Bros., NYC; Art Detman, Jr., staff; Neal Ranauro, Manville; Maynard Collett, Pittsburg; Bill Higgins, GHQ; Rembrandt Studio, Houston; Matt Hitlin, Atlanta; Graf Studio, Long Beach; Pg. 16, C. L. Frake, Parkersburg.



TO MY FELLOW J-M EMPLOYEES:

The year 1964 was one of continued progress and improvement in company operations.

New record levels were achieved in both sales and earnings and substantial advances were made in expanding and modernizing mining and manufacturing facilities.

The increased sales volume reflected the high level of general business activity, improved sales and marketing efforts, availability of increased plant capacity and strong demand for the company's basic raw materials.

The improvement in earnings as compared with last year was the result of increased sales volume, marketing emphasis on the more profitable product lines and reflected the success of our program to control costs and improve profits.

Major developments in the company's growth program included the addition of a new fiber glass insulations plant at Cleburne, Texas; a high pressure plastic decorative sheet plant at Lawrence, Massachusetts; a roofing felt plant at New Orleans, Louisiana; and a plastic, cloth and paper tape plant at Bellegarde, France.

Projects are currently underway for construction of an asphalt and vinyl asbestos floor tile plant at Hayward, California; a friction materials plant at Laurinburg, North Carolina and an asbestos-cement pipe plant at Green Cove Springs, Florida. Overseas construction has been started on a perlite filter aid plant at Wissembourg, France and an asbestos fiber interior building board plant at Ghent, Belgium.

A sound financial position, increased production capacity and aggressive marketing and research organizations have placed the company in an excellent position for continued profitable participation in both domestic and overseas markets.

The high level of business activity in the national economy forecasts increasing improvement in company operations during 1965.

On behalf of your Board of Directors, I extend our appreciation for the support and cooperation you, our employees, have provided during the year just ended.

C. B. Burnett

PRESIDENT

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THE YEAR THAT WAS

It brought

A new division — Melamite
Now, we offer a full line of beautiful and durable Melamite decorative laminates for walls, cabinets, furniture.

New marketing methods
The Labmobile (right) brings better filtration to municipalities. Market-minded Aerospace unit booms. J-M International Division opens sixteen new sales offices.

New products
J-M Brake pads help motor car manufacturers to switch to caliper disc brakes. New foams are finding ever-widening applications in industry.

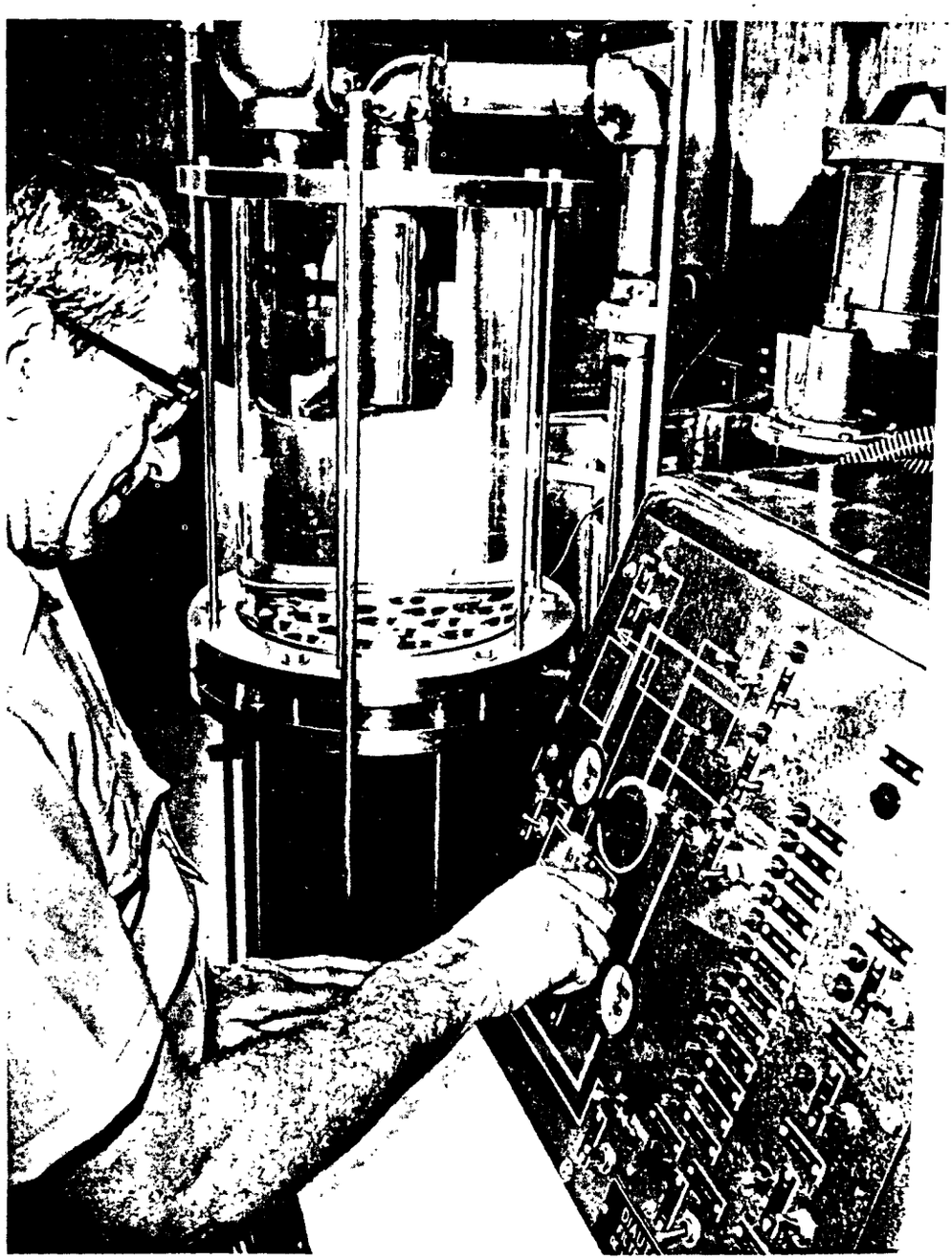
New Styles
Our designers, alert to trends, brought forth many new styles in flooring and building products that met a favorable reception by customers.

New Plants
To cut costs and speed service, J-M completed a new plant at Cleburne, Texas (page 4); is building at Green Cove Springs, Fla., Hayward, Cal., Laurinburg, N. C., Bellegarde and Wissembourg, France and also in Ghent, Belgium.

New Training programs
To cope with today's ever changing technologies, J-M Industrial Relations directed training programs comprising a half-million manhours.

A new sales record—$458.9 million
New products, new plants, faster deliveries, improved marketing and better business conditions all contributed to this high for J-M.

Other income was $5.3 million
This money represents the return from J-M's "know-how", the payments made by our licensees. It also includes income from investments.

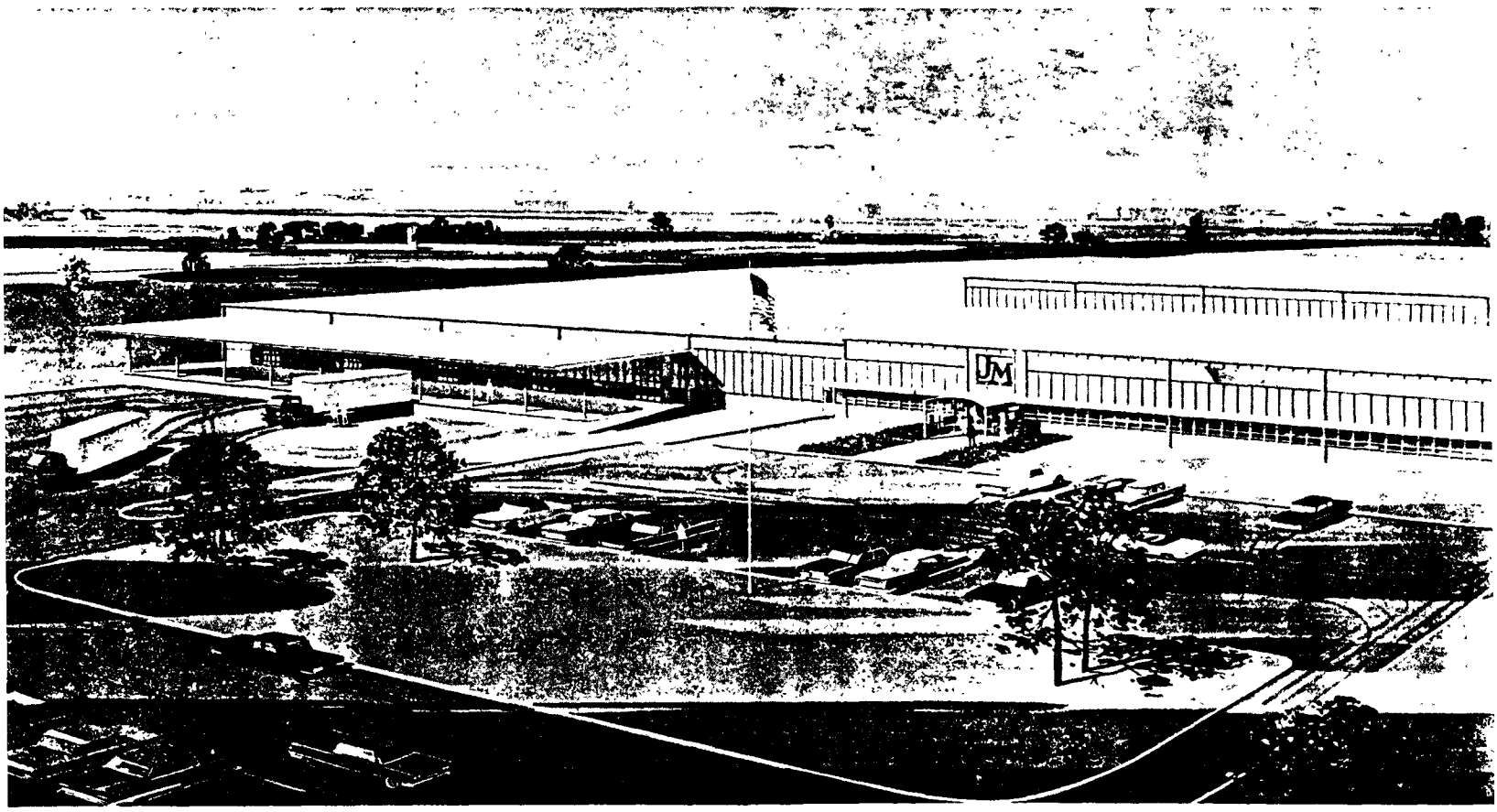


Above: Labmobile demonstrates on site for local water board how Celite clarification improves the quality of potable water at lower cost.

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THE YEAR THAT WAS



Newly completed Cleburne Plant.

Salaries, wages and benefits cost $176.0 million
Also included in this sum was the money for vacations, holidays, insurance and retirement payments. 20,400 employees mean a large payroll.

Research, development and engineering cost $11.8 million
This money is invested by our company to keep ahead of competition and, thus, it helps to make your job more secure.

Taxes were $30.8 million

All in all, taxes and other expenses added up to $432.1 million
It costs more to do business, today. Competition is keener, resulting in constant pressure to lower prices.

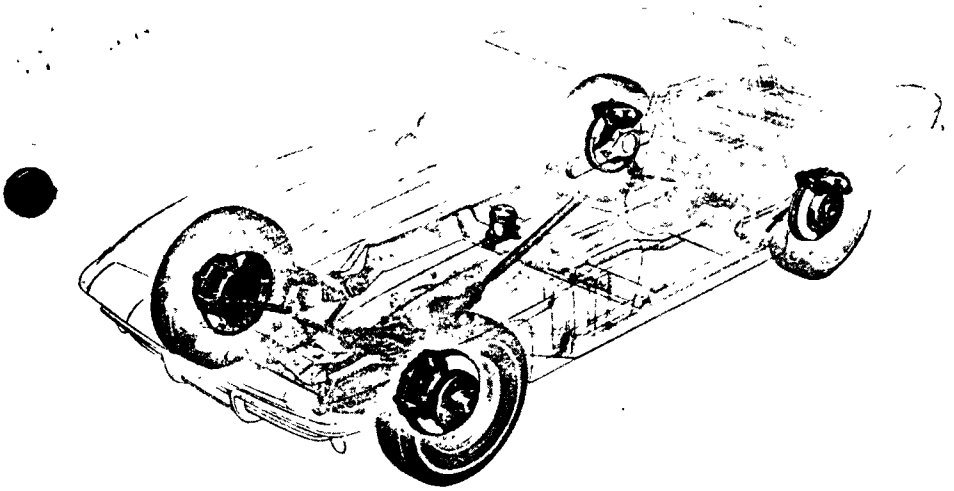
Profits were 7% of sales or $32.1 million
Despite the lower selling prices prevailing in many lines, strenuous efforts to improve procedures resulted in a reasonable profit.

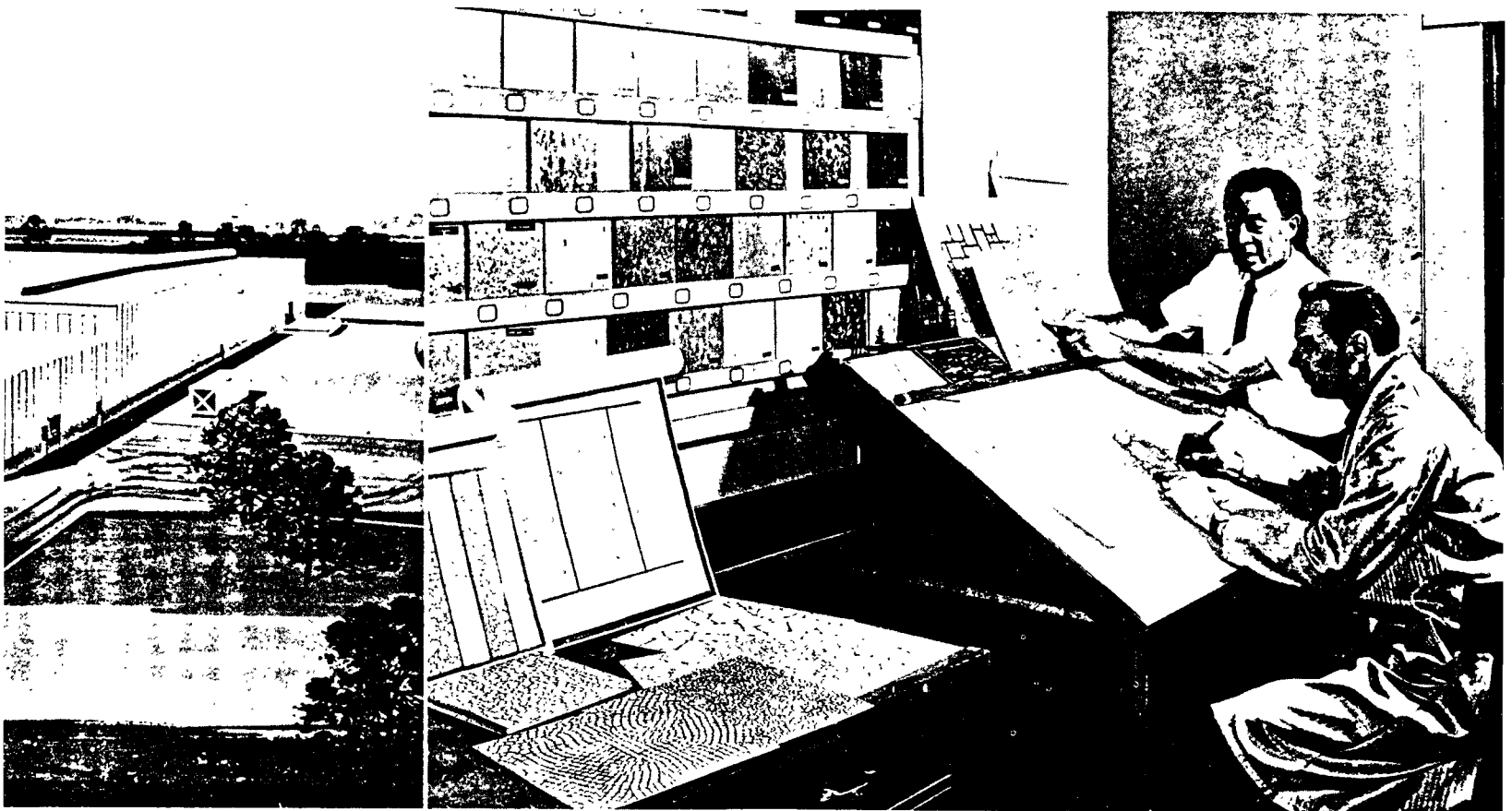
Stockholders received $2.00 per share or $17.0 million
Our 30,000 stockholders are from all walks of life; many with much of their savings in our stock.

Our reserve was only $15.1 million
This reserve fund is our company's savings account, needed to keep equipment and property modern, open more favorable markets and cover the increased accounts receivable and the added inventories required.

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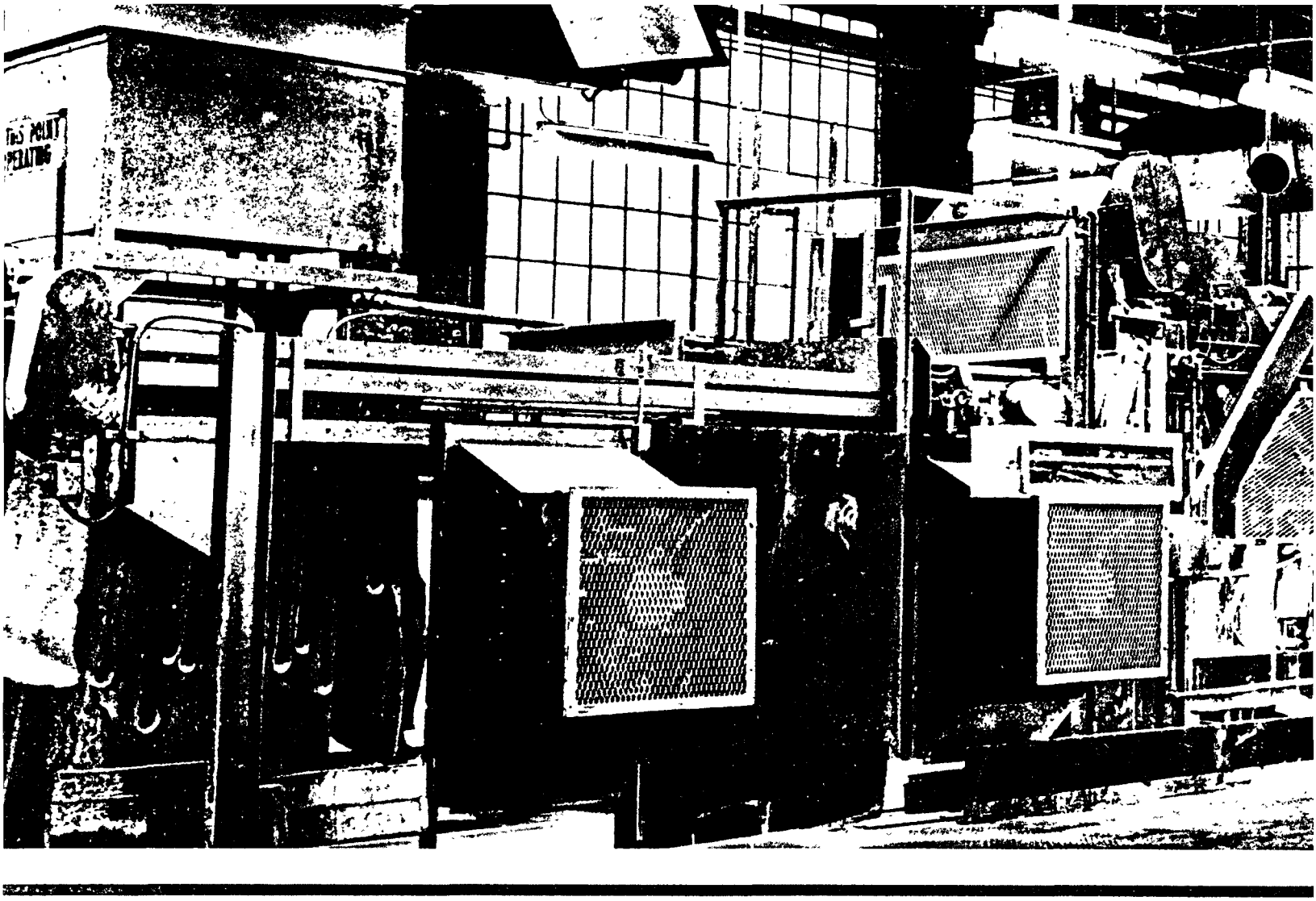


Top: Phantom view of car showing new caliper disc brakes using J-M pads. Above: Designing new J-M Terraflex vinyl-asbestos floor tiles.

Left: A typical seminar where J-M people are learning how to cope with the rapidly changing technology of today's industry.

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FOR PRODUCTION'S "PIE"

THE "MIXMASTER" AND THE "BREW"

TO SOME J-Mers, it's a familiar process. You take a number of ingredients — solids, liquids, powders — and mix them together in a closed chamber with a kneading action. This mix is then passed between two rolls and taken off in the form of a long flat sheet. It sounds something like a "Mixmaster" only the end product isn't pie dough. It's rubber and it's being mixed in a Banbury Mixer.

If you work in the Rubber Department of Manville Packing and Friction Materials Plant, it's an old story to you. The Banbury is the basic process for the production of rubber, blending raw rubbers, both natural and synthetic, with a wide variety of oils and chemicals.

But at Manville, they're writing a new chapter to the Banbury story.

The old "workhorse" of the Rubber Department has been replaced with a brand new Banbury Mixer, capable of handling and producing batches of rubber weighing three times as much as the old machine turned out.

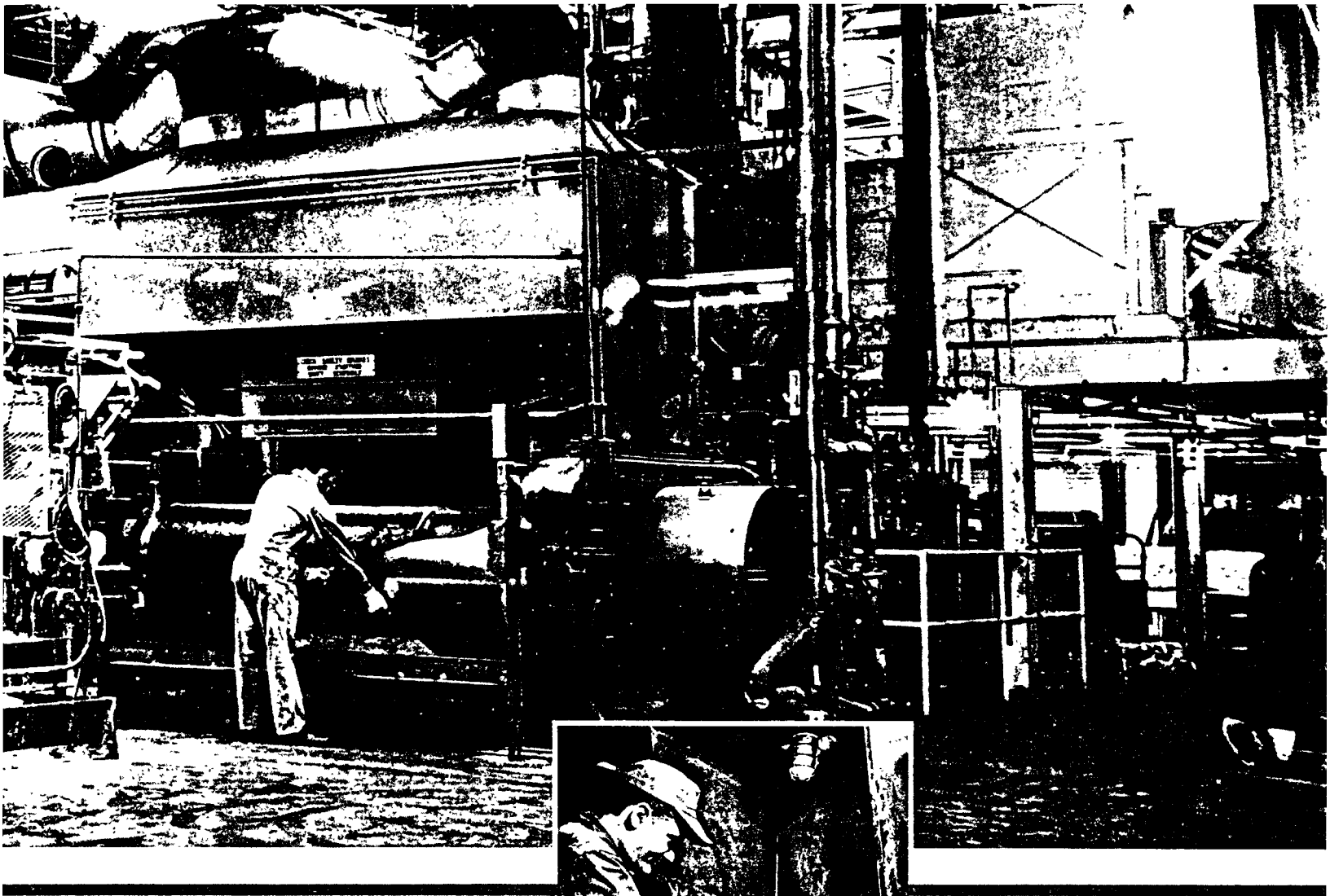
Because the new Banbury complex, composed of Banbury Mixer, rubber mill and take-off equipment, is about three times the size of the old layout, great care had to be exercised to make the best use of available floor space. This meant the close coordination of Production, Industrial Engineering, Plant Maintenance and General Engineering Departments.

The result included the extension of the original mezzanine platform to accommodate the large weighing and servicing area as well as a central control station for the Banbury itself.

General Foreman Otto Spino says that very little retraining was necessary for the five men who operate the complex. At one time, both the old and new Banburys were operated and crews worked alternately on both.

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Overall view of Banbury complex (above). Operator Michael Campanella, (left) prepares to load ingredients into Banbury hopper and (below) checks temperature at control panel.



The transition from old to new created much excitement and the construction attracted many visitors.

The entire operation had all the earmarks of a well-engineered military plan of action. No surrounding machinery or operations were disturbed and only minor inconveniences were caused.

This was particularly important as most departments in the plant depend on the rubber produced by the Banbury. In the Moulded Packings, Mechanical Packings, and Friction Materials Departments, rubber is used in a wide range of products—from pipe rings and gaskets to clutch facings and brake linings.

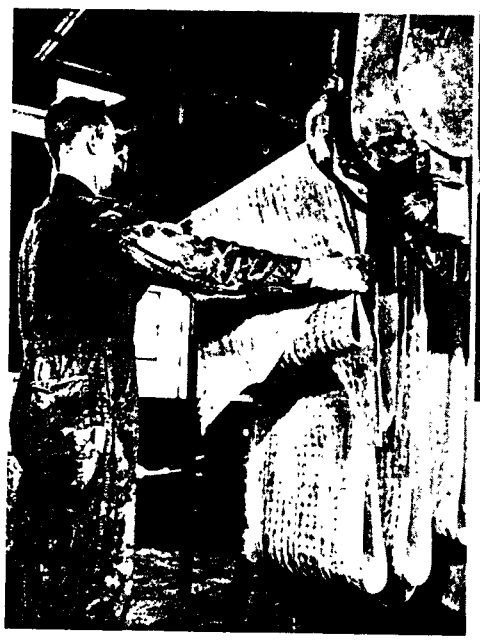
Superintendent of the Rubber Department Phil Kain coordinated the shift to the new Banbury and spearheaded the teamwork between the Banbury and other operations.

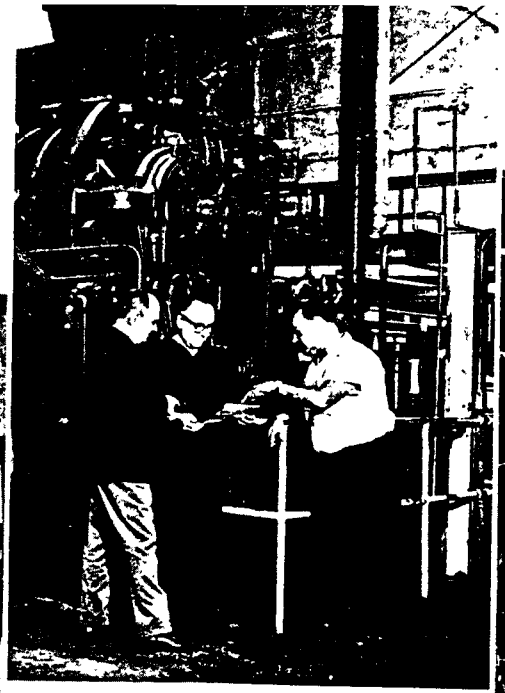
But Otto Spino, who is very much involved in the excitement of the changeover, often finds himself still in the plant at night, working and answering questions. . . . "Some nights," he declares, "I might get only three hours sleep."

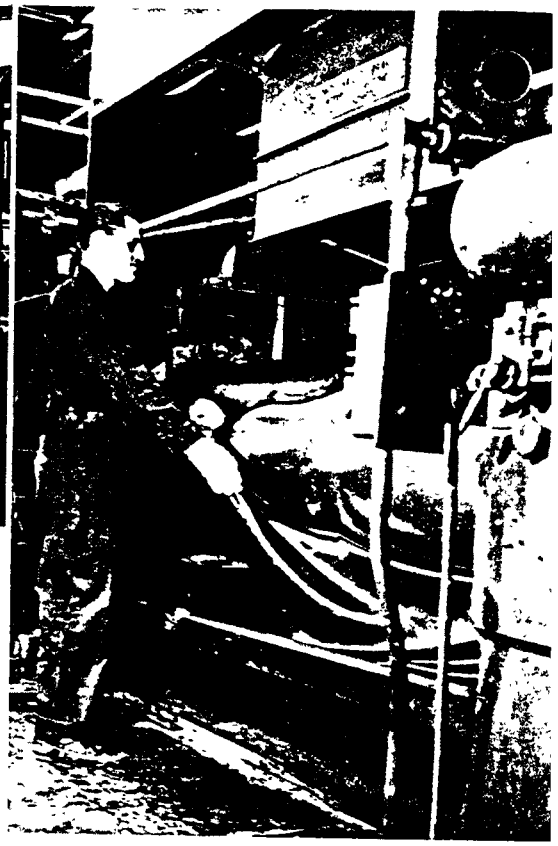
Other supervisors busy with the responsibility for the new installation

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At final stage of the production (left), Operator Ronald Soltis unloads batch of rubber from Batch-Off Machine. Discussing a production problem are (from left) Superintendent Phil Kain, Foreman John Menter and General Foreman Otto Spino. Operator Gerald Lemon (right) cuts another rubber batch from rolls of new mill.

are Shift Foremen John Menter, Joe Fink and Santo Carnevale.

The Banbury and mill equipment are fairly simple in operation. But not quite as disarmingly simple as the home "Mixmaster" that Methods Engineer Daniel Smuul calls it by way of comparison.

This process receives the enthusiastic care of all the men whose pride is evident in their daily work on the complex. First, a two-man weigher team weighs out the various ingredients for each batch of rubber according to exact formulas or "recipes." The ingredients include raw rubbers (in bales, bricks and conglomerates), chemicals which are mostly in powder or pellet form, and some oils. At this point, another J-M innovation has been added to the Banbury process. It's called a "dry oil."

The oils arrive in a powder form. They've actually been absorbed in J-M Micro-Cel, a fine powder manufactured at Lompoc from a reaction of Diatomite and lime. When added to the rubber "mix" the pressure and heat created releases the oil in the correct proportion needed. It's a process fast catching on in the rubber and other industries.

After a certain time in the Banbury, or whenever a specific temperature is reached, automatic controls discharge the batch onto a conveyor which carries it to the new mill where it will be passed through rolls—much as with pie dough. Then it passes through a cooling bath, is coated with anti-tack, a non-sticking solution, and taken off in long cooled strips to temporary storage.

Advantages to men and production are readily apparent in this new system. This could be a dirty and smokey process. It isn't and there are several reasons why not. A new ventilation system carries off most of the heat and smoke; a new drop door into the Banbury, as well as all bearings are dust-tight. Lubrication is almost completely automatic. An intercom system keeps the men in touch should a problem arise.

Cleaning this "Mixmaster" is a bit more of a problem than the housewife experiences with her mixer. The Banbury has to be cleaned before every formula change with a 500-pound "clean out pig" of raw rubber which collects scraps left inside.

To complete the operation changeover meant a lot of hard work and late nights for many people directly and indirectly affected by the new installation. But the rewards they reap in safety, ease of operation and increased production grow daily as they become even more familiar with the process. This kind of success story is a product at J-M.

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ASBESTOS FIBER sales are very good and will be better—and Johns-Manville continues to lead the industry in asbestos fiber production, sales, and technology. This was the theme of the Asbestos Fibre Division sales and production seminar recently held at Asbestos, Quebec.

About 50 key J-Mers in asbestos mining, sales, and advertising attended the three-day meeting in Canada. They heard top executives—including President C. B. Burnett and AFD General Manager K. V. Lindell—discuss new milling methods, old problems and new solutions, present and potential sales, and the future of asbestos.

If the mood of the seminar was optimistic, there was good reason. For November, 1964, was a record setter for Asbestos: the second highest month in tonnage and the highest month in dollar sales.

To meet this demand the mill at Jeffrey, built only a few years ago, has been modified and expanded.

And to keep pace with new markets of tomorrow, J-M is continuing its extensive research program. Discussed at the seminar were new uses of asbestos in asbestos-cement, joint cements, floor tile, paper, filters, and asphalt paving.

At the seminar was shown a new color movie describing J-M's role in developing the use of asbestos in asphalt road surfacing. Segments of the movie will be made into three-minute silent film strips for use by asbestos salesmen. A portable desk-top slide projector which turns prospective customers' offices into J-M showrooms was demonstrated. It will be evaluated in the field as a sales aid.

With the future market for fiber sales considered firm, J-M is carrying out an intensive geological survey for new deposits of the "magic mineral."

When the seminar was over, the J-Mers were tired but satisfied that they had gained new knowledge about Johns-Manville's oldest product, asbestos fiber.



Asbestos-minded J-Mers at the AFD Seminar ended their three day meeting with a morning of informal discussions and an afternoon tour of the mine and mill.

Among speakers were Sr. Vice Pres. Roger Hackney (left), and Sales Training Mgr. John MacKay (right).







For two days they gave and heard formal reports (above). Curling, a Canadian national pastime, was enjoyed during one evening at Danville Curling Club (below). From left are Noel W. Hendry, James F. Reis, and Robert F. Orth.



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NEWS-MAKERS

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On hand for rescue work during the Christmas floods that rampaged across Oregon and northern California, D. A. Battles, Friction Materials Salesman in Portland, helps some stranded citizens into a life raft. As a Deputy with the Clackamas County (Ore.) Sheriff's Reserve, he worked with other volunteers some 86 hours and went back for clean-up work for another 98 hours. The flood entirely covered this house.

Shortly after William Verwaest, one of the original employees of the Mol, Belgium Plant was operated upon successfully, he and Mrs. Verwaest received some rather unusual visitors to their home—J-M's Dudley T. Colton, International Division General Manager; President C. B. Burnett; and (far right) John de Schepper, Mol Plant Manager and Special Assistant to Mr. Colton. Mr. Verwaest, a Quarter Century Clubber, has been with J-M 29 years and since 1945 has been chief accountant at the plant. William was born in Antwerp and his wife is Dutch. Recently he returned to work.



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Joyce Graff, wife of Waukegan's Robin Graff, became mother of quadruplets recently. Pictured with husband Robin (left) are their other children— Martin, 3, and twins Jill and Joel, 1. One of the quads died of respiratory trouble but the others are doing fine. Robin Graff, 24, is a machine operator at Waukegan. The family is living in a mobile home and will soon be looking for a larger one. Nurses hold the new Graffs (from l.), a 4 lb., 2½ oz. boy; a 3 lb., 1½ oz. girl; a 3 lb., 8 oz. boy.



The Chamber of Commerce Award is presented by Nashua Plant Mgr. E. V. Truax (rt.), President of Greater Nashua Chamber of Commerce, to Ralph McKay, Plant Industrial Relations Mgr., in recognition of his leadership and efforts in the Chamber's recent Action Course in Practical Politics. Sixteen persons completed the nine-week course endorsed by both parties to aid citizens who wish to run for public offices.

Daniel A. Vacca (left), Chemist at Jarratt Plant, instructs a group of high school students in physics. Qualified personnel were not regularly available this semester at the Greensville County High School and J-M lent a helping hand. Vacca and Plant Manager George Swallow are teaching with R. Harold Deal, a former J-Mer. In this photo Dan supervises an experiment. J-M is giving its two employees time off without loss of pay.

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J-M PRODUCTS
IN ACTION:

THE DISC BRAKE

THE KELSEY-HAYES disc brake pictured below represents a revolution in automotive brake systems in U. S. passenger cars. One major manufacturer switching to disc brakes, which use J-M pads, is Ford. Disc brakes are standard on the '65 Lincoln Continental and Thunderbird, optional on the Mustang. They are also standard on Chevy's Corvette, will be optional on Plymouth's Barracuda.

The design is simple in concept. Two composition friction pads grip a flat spinning disc in a vise-like action, much as a pair of pliers would grip a coin. This insures consistently reliable stops every time.

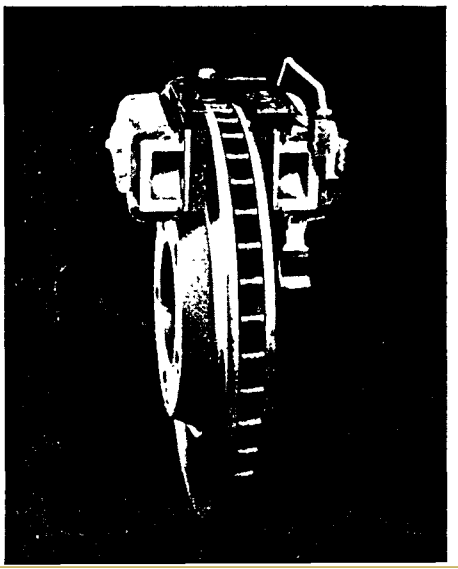
Disc brakes have been used for years on Grand Prix racers and European sports cars. But the materials in these brakes could not handle the heavier American cars.

A new pad had to be designed.

J-M engineers went to work. With asbestos as a basic material, they developed friction pads that satisfied all manufacturer's demands — J-M 2000-B, 1398, and 1423 Materials.

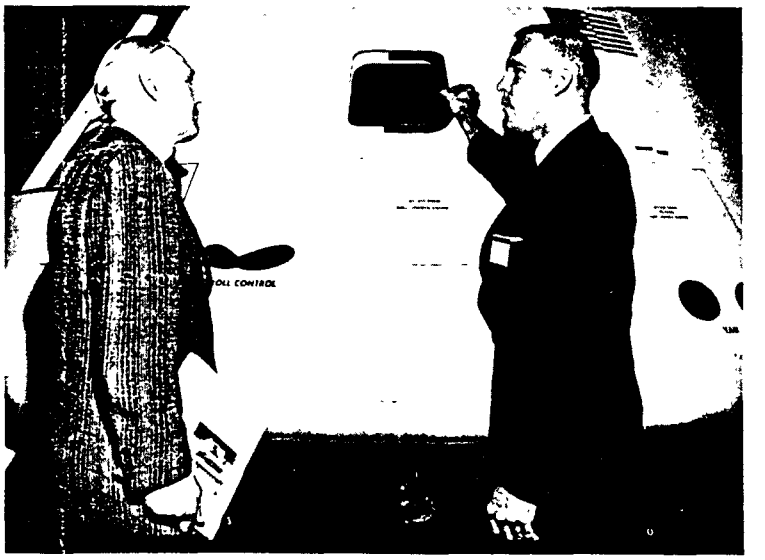
These pads are being featured in a J-M Corporate Advertisement inserted in Newsweek, U. S. News & World Report and Business Week.

Pioneering is a word synonymous with J-M since 1907 when J-M made the first asbestos brake linings. Since then J-M researchers have developed disc brake friction materials for construction and heavy military vehicles, railroad cars, and aircraft.





At Cape Kennedy's Moonport Facility, prestressed "T" beams are moved into place (above). Some 166 beams, produced by Stresscon International for interior floors and roof, utilize J-M's Retardwel, a water-reducing, set-retarding concrete admixture, as specified by the Corps of Engineers. At another Moonport facility, Kennedy Space Center's Vertical Assembly Building, more than three miles of TRANSITE® water supply lines are being installed (below). The world's largest building, the VAB will check out four Saturn V rockets and Apollo spacecraft simultaneously. Its volume is 125 million cu. ft.



Model of Apollo spacecraft is inspected at North American Aviation Plant by Doug Cooke (l.), Advertising Mgr., Industrial Insulations, and W. H. Face, Aerospace Products Salesman. The Apollo uses J-M's Min-K and Micro-Quartz insulations.

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J-Mers at Waukegan contributed $23,168.20 this year to the North Lake Community Chest, an average of $11.10 per person. In the check presentation are Norman Gray (l.) Plant Manager, B/P, and Chairman of the Drive; Joe Keber, Associate Chairman; John Anderson, Industrial Relations Mgr.



Nurse Miss Elizabeth Van Steenbergh presents gold pins to GHQ gallon blood donors (seated left to right) James Springstun, Grant Edmonds, Richard Ferris, Larry Hall, D. L. Carpenter, and Carl Herdman. Not shown is F. X. Morgan. Some 105 pints were collected in the Bloodmobile.



Parkersburg Mgr. R. E. Warrick presents award to Quality Control Suprv. John Koch for group's 13-year safety record: (l. to r. first row) Maxine DeWees, R. Van Fossen, H. Rader; (row two) R. Starkey, D. Hutzler, H. Whited, J. Keffer, E. Miller; (last row) J. Arnold, G. Coe, H. Watkins, C. Horner.



Denver J-Mers honored John S. Murray, District Office Manager, retired Oct. 1st. Shown at the presentation of a set of golf clubs are Angus Slee, Pipe Sales Mgr. (Direct); Jack Davis, Pipe Sales Mgr. (Distributor); John Murray; William Secord, Pipe Sales Repr.; Robert E. Dahl, new District Office Mgr.; and Robert Eckert, District Sales Mgr., B/P.

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RECENT J-M ASSIGNMENTS



GOVERNMENT & TRADE RELATIONS
General Headquarters
RICHARD J. AMBERG to Manager, Trade Relations, from Assistant Manager.



B. G. DAVIDSON to Manager, National Accounts, from National Accounts Representative, Industrial Insulations Division.



BUILDING PRODUCTS
New York District
WILLIAM A. HINDON to Assistant District Manager from Salesman, Manville District.



Manville Plant
RUDOLPH FREY to Foreman, Shipping Department, from Group Leader, Shipping Department.



HARRY HAYES to Supervisor, Receiving and Shipping, from Foreman, Receiving and Shipping.



JOHN LEGGIO to Foreman, Shipping Department, from Group Leader, Shipping Department.



Pittsburg Plant
ITALO BUCCHI to Maintenance Foreman, Plant Engineering Department, from Leaderman, Plant Engineering Department.



MAYNARD G. COLLETT to Foreman, Paper Mill Department, from Tour Boss, Paper Mill Department.



MACK N. DAVIS to Foreman, Paper Mill Department, from Tour Boss, Paper Mill Department.



SALVATORE J. LUCIDO to Foreman, Paper Mill Department, from Tour Boss, Paper Mill Department.



STANLEY J. SALATA to Foreman, Asphalt Roofing Department, from Foreman (hourly), Asphalt Roofing Department.



ERWIN L. SPIEKER to Foreman, Paper Mill Department, from Tour Boss, Paper Mill Department.



EMIL W. WALQUIST to Foreman, Waterproofing and Paint Department, from Foreman (hourly), Waterproofing and Paint Department.



FIBER GLASS DIVISION
Division Headquarters
HENRY B. MORENO to Operations Mgr., F/G Textiles, from Product Group Mgr., Commercial Insulations.



INDUSTRIAL INSULATIONS
Division Headquarters
BERT K. BARTON to Product Manager, Aerospace Insulations, Aerospace Dept., from Acting Product Mgr.



INTERNATIONAL DIVISION
Brazil
PETER C. WEAVER to General Manager, Asberit, S. A. (J-M Affiliate), to continue as Tech. Repr., Brazil.



PACKINGS & FRICTION MATERIALS
Division Headquarters
CARL E. GILLBERG to Staff Engineer, Friction Materials Department, from outside position.



Manville Plant
HERBERT J. LANDIS to Product Mgr., Molded Packings, Merchandise Dept., from Staff Mgr., Engr. & Sales Training, DHQ.

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PIPE DIVISION
Division Headquarters
H. S. GOODSPEED to Senior Staff Engineer, Water Pipe, from Senior Construction Engineer, Manville Research & Engineering.



E. W. SPINZIG to Product Manager, Underdrain, Storm Drain, & Well Casing Pipe, Direct Sales, from Senior Engineer, Sewer & Underdrain Pipe.



Houston
JAMES A. HORN to Temp-Tite Marketing Specialist, Houston Area, Distributor Sales, from Senior Salesman, Houston District.



Los Angeles
JOSEPH H. GEERS to Temp-Tite Marketing Specialist, San Francisco - Los Angeles Area, Distributor Sales, from Senior Salesman, St. Louis District.



New York
PAUL O. BERGSTROM to Temp-Tite Marketing Specialist, New York-Philadelphia Area, Distributor Sales, from graduate school & previous J-M experience.



Florida District
C. M. BENNETT to District Manager, Direct Sales, from Assistant District Manager, Atlanta District.



Los Angeles District
GEORGE A. CONLEY to District Manager, Distributor Sales, from San Francisco District Manager, Distributor Sales.



JACK P. WILSON to Assistant District Manager, Direct Sales, from Manager, Los Angeles District, Distributor Sales.



New Orleans District
W. P. RICHARDSON to District Manager, Direct Sales, from Assistant Manager, Houston District, Direct Sales.



Denison Plant
G. C. EGGLESTON to Plant Manager, from Methods Section Supervisor, Division Headquarters.



Manville Plant
JOHN R. CRAN to Assistant to Plant Manager from Product Manager, Water Pipe, Division Headquarters.



VERRIL M. NORWOOD to Manager, Field Services, from Manager, Installation Instructor Service, Direct Sales.

ANNOUNCEMENTS

QCC INDUCTIONS

ATLANTA OFFICE, MARCH 8
CLYDE T. NORMAN
STOCKTON OFFICE, MARCH 22
OWEN P. HALL
MOL (BELGIUM) PLANT, APRIL 23
NIJS AUGUST
JANSSEN LOUIS
VERHEYEN RENAAT
CLEVELAND OFFICE, MAY 3
STUART Z. OHLY
FRANCIS D. YOUNG
DETROIT OFFICE, MAY 6
FRANK M. SELINSKE
PITTSBURGH OFFICE, MAY 11
HENRY J. McHENRY

RETIRING—JUNE 1

JOHN DE SCHEPPER, International, GHQ
LOUIS F. FRAZZA, DHQ, NY
LAURETTE E. GANLY, GHQ, NY
BENJAMIN F. HORNING, Waukegan Plant
NORMAN E. McFADDEN Defiance G26
JESS O'DANIEL, Joliet Plant
JOHAN H. PETERSON, Los Angeles Office
WILLIAM SASSER, Richmond Plant
FRANK SCHNEIDER, St. Louis Office
EARL F. SCHULTIS, New Orleans Office
EARL E. SMITH, Alexandria Plant

RETIRING—JULY 1

ELZEAR BROUSSEAU, Jeffrey Mine
FRANCIS R. GALLAGHER, Waukegan Plant
LIONEL GENDRON, Asbestos Mine
FRED HEYMAN, Manville Plant
EMMA H. LIND, Chicago Plant
JUSTIN M. VOORHEES, Manville Research

FOR ADDRESSES OF RETIREES—contact Industrial Relations Department, Johns-Manville, 22 E. 40th St., New York 10016

IN MEMORIAM

JOHN HANSEN, Marrero, Dec. 11
EDWARD C. MacGONIGAL, Asbestos, Jan. 1
JOSEPH H. MERVILLE, Waukegan, Jan. 7
FRED F. VANDERVORDE, Waukegan, Jan. 12
WALTER JOHONNOTT, Waukegan, Jan. 15
JOHN P. STIERNA, Waukegan, Jan. 16
ROBERT DIXON, Marrero, Jan. 24
HAROLD R. BERLIN, DHQ NY, Jan. 25
GREGORY E. GRIFFIN, St. Louis, Feb. 6
WALTER I. DAVIDGE, Chicago, Feb. 11
JAMES W. HEMPHILL, DHQ NY, Feb. 12
ROLLAND REGIS, Asbestos, Feb. 14
ELIJAH COPELAND, Waukegan, Feb. 17
JOHN LIMYANSKI, Manville, Feb. 18

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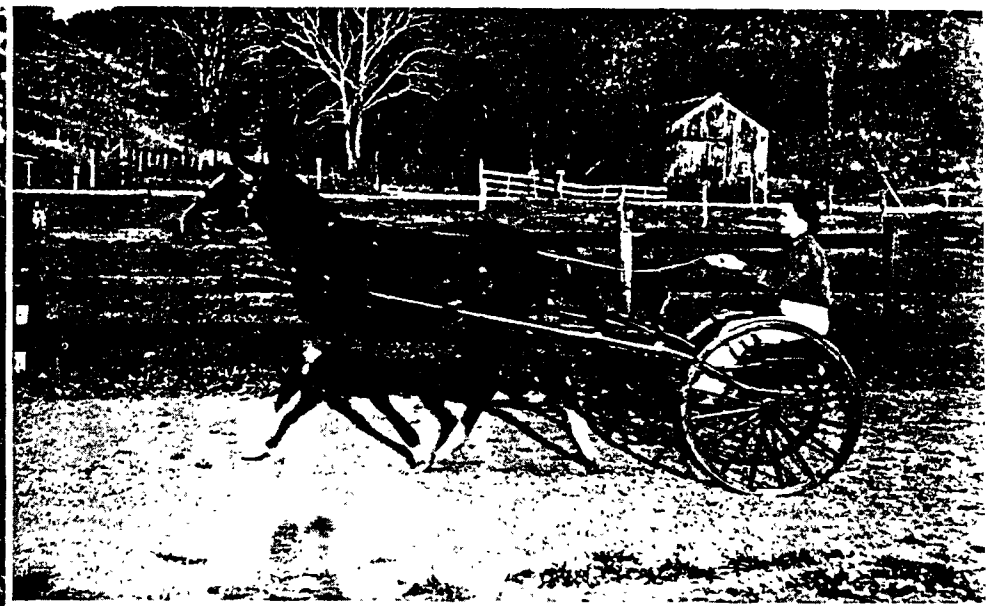
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PARKERSBURG'S "DANCING MASTERS"

FOR PARKERSBURG J-Mers, these two photos are "the talk of the plant." And for horse-fanciers (and all devoted equestrians) the one at the left showing the two horses in play is a one-in-a-million photograph.

Plant photographer Clifford Frake did the camera honors. Plant Industrial Relations Manager Homer Frame is the owner of the bay, "Zumart," an Arabian which his wife, Louise, rigs to a jog cart (above).

The Frames also own two riding horses and, reports Homer, "It's not unusual for us to travel to both stables maybe 70 miles a weekend to work and play with all three."

This type of cart was used years ago by mail carriers.

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