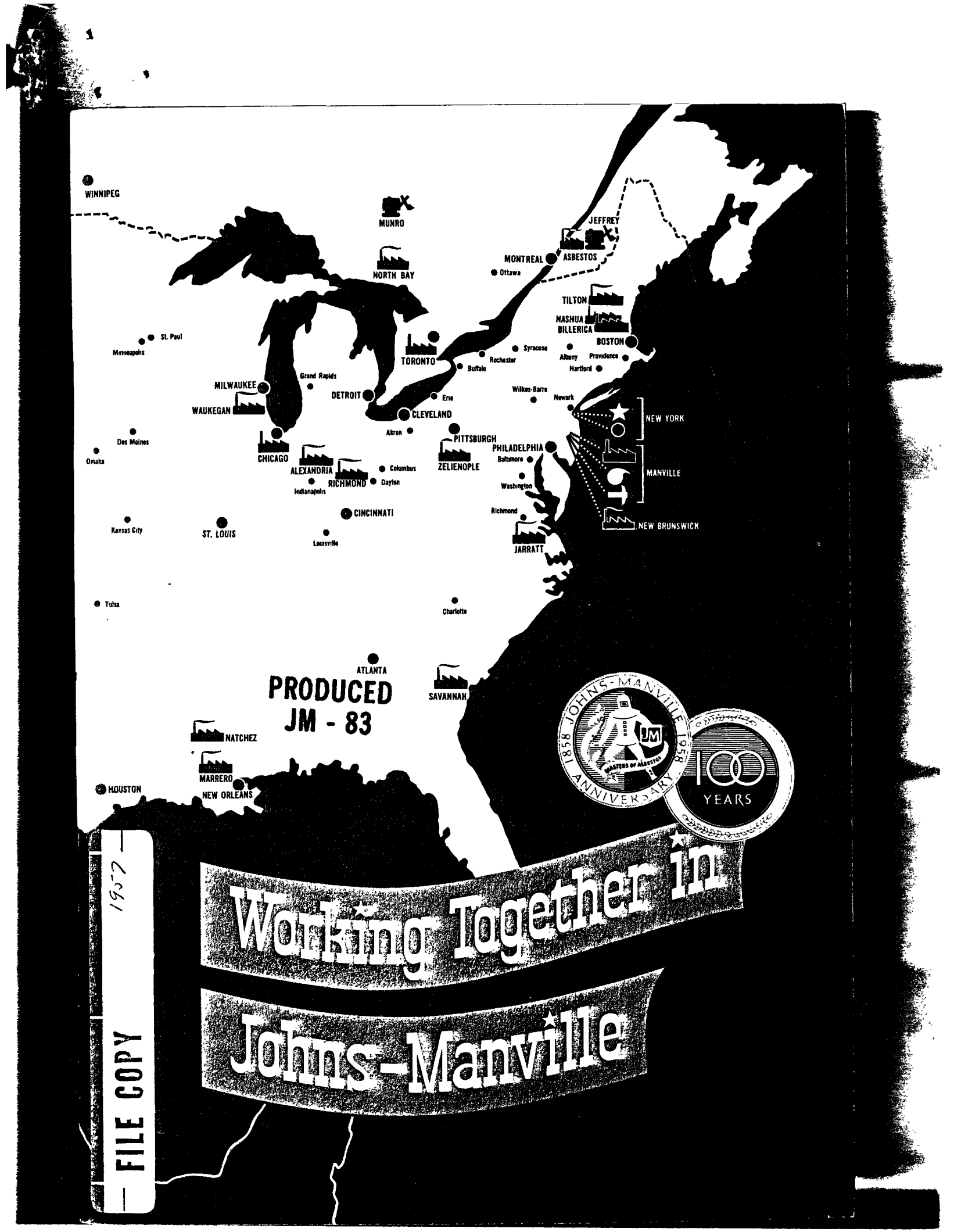


Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/1

This I

Y
meani
Throu
steadi
forwa

E
have
neerir
source
in the
We h

a dyn

what
these
reaso
Man
and

in ou
see,
offer

This book is the property of

Department _____

Division _____

J-M Location _____

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/2

This Is Your Company—

You have come to Johns-Manville at a time that has special meaning for us all. 1958 is the 100th birthday of our company. Through years of depression, war, peace, and prosperity J-M has gone steadily ahead to a position of leadership in industry, and we look forward to even greater achievement in the future.

Back in 1858 there were just two men on the payroll. Now, we have many well-equipped plants, also modern Research and Engineering Centers. Our asbestos and Celite® (diatomite) mines, the sources of two of our chief raw materials, are the largest of their kind in the world. J-M owns or controls extensive sources of wood fibre. We have sales offices in principal cities.

These assets are impressive, but, far more important, we have a dynamic organization of fine men and women.

Should physical disaster ever strike our company and tear down what it has taken years to build in the way of plants and equipment, these could be rebuilt in a relatively short time. But if, for some reason or other, our men and women should be wiped out, Johns-Manville would have to go out of business. Their experience ability and loyalty are the keystone of our success.

You have joined this excellent team. You will take some part in our company's development from now on. Thus, we hope you will see, and will experience, the opportunities which a thriving industry offers to the people who work with it.

Sincerely,

A. R. Fisher.

A. R. Fisher
Chairman and President

PRODUCED
JM - 83 1

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/3

A Handbook for the
Men and Women of Johns-Manville

FOREWORD

THIS BOOK is designed to give you information about your company. Before you read it, spread out the map on the cover. Plants, mines, and sales operations dot the United States and Canada, and reach out through the activities of the International Division to carry Johns-Manville products to other countries of the world.

Find your own location, and then look beyond. Thousands of other men and women are busy in those other communities, too, producing and selling J-M products, enjoying benefit opportunities and privileges as you do, observing J-M customs as you do, all working together toward the ideals of J-M's creed of management.

This handbook tells as much as its covers will hold about many of the interests we have in common—about our company's history, its products and customers, its organization, and its plans and programs which affect our personal lives.

Whatever questions you have about J-M that aren't answered here should be asked freely of your supervisor or of the people in the industrial relations office.

This book is your own, to show to your family and friends, and especially to keep near you for reference. We hope it will help you to know your company.

C. W. Hite

Vice President for Industrial Relations

PRODUCED
JM - 83

Johns-Manville, Working Together in J-M, Employee Handbook (1958)
ACL Doc 25196 · Page 4 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/4

CONTENTS

Foreword 2

History 5

Opportunities 8

Services 12

Customs in J-M 25

Organization of J-M 43

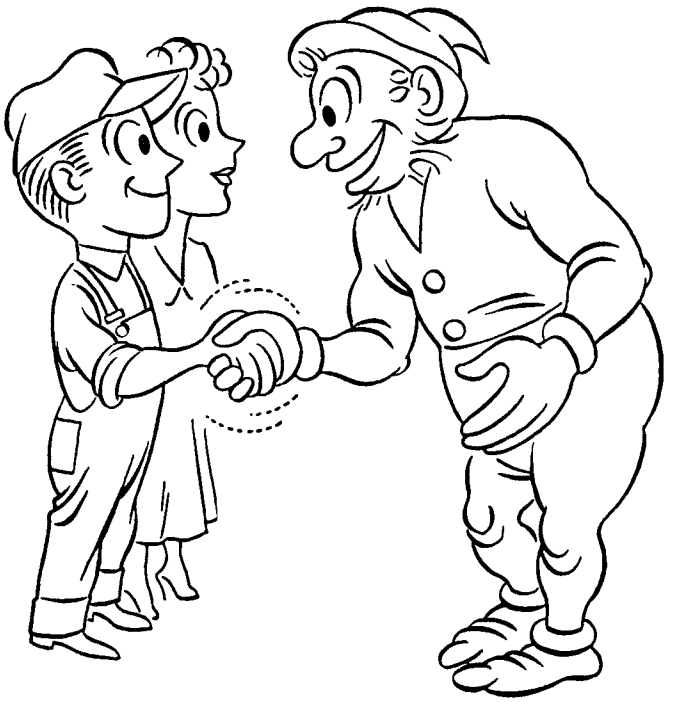
Products and Customers of J-M 46

Index 49

J-M Creed of Management 53

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/5



In
diversifie
It is not
think.

All
designed
protect a

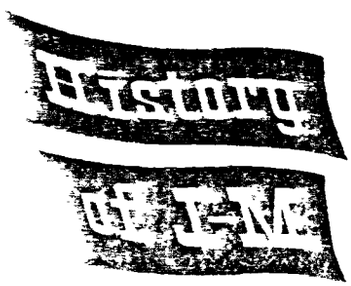
The
ago, in
asphalt
through
products
cement

Wl
had trav
neered f

PRODUCED
JM - 83

Johns-Manville, Working Together in J-M, Employee Handbook (1958)
ACL Doc 25196 · Page 6 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/6





In its first century of progress Johns-Manville has become a diversified enterprise serving all important industries in many ways. It is not limited to building materials or asbestos as some people think.

All told, J-M manufactures more than 400 lines of products, designed for the control of heat and cold, sound and motion and to protect against fire, wear and weather.

Basement Beginning

The business now known as Johns-Manville was born 100 years ago, in 1858, when a man in a New York City basement poured hot asphalt from a tea kettle onto a sheet of felt and passed the felt through a clothes wringer. The man was H. W. Johns and his first products were roofing, roofing cement, roof coating and an asbestos cement for pipe and boiler covering.

Johns and Manvilles Pioneered

While Mr. Johns was building his business, the Manville family had traveled westward in a wagon train to Wisconsin where they pioneered for several years in merchandising and mining enterprises. Then

PRODUCED
JM - 835

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/7

in 1886, in Milwaukee, C. B. Manville with his three sons—T. F., C. R., and H. E.—formed the Manville Covering Company. This company produced various types of pipe coverings and other insulations, but their line did not include asbestos materials.

Meanwhile, Johns had been developing new uses for asbestos and in 1891 he and others organized a merger of the leading companies in the asbestos trade under the name of H. W. Johns Manufacturing Company. While Johns was opening a market for his products, Manville was expanding in the midwest. With rapidly changing industrial production methods came a demand for higher temperature insulations. This led to an arrangement by which the Manville Covering Company took over the Chicago branch of the H. W. Johns Manufacturing Company. Then in 1901 the two companies were merged under the name H. W. Johns-Manville Company.

Largest Asbestos Mine Bought

During the next quarter of a century expansion was rapid. The Jeffrey asbestos mine in Quebec, Canada—the largest in the world—from which the company had been buying asbestos fibre for a number of years was acquired. The company grew and prospered and earned a nation-wide reputation for its products.

Reorganization and Expansion

In 1925, Thomas F. Manville, president, died. Shortly thereafter Thomas (Tommy) F. Manville, Jr., disposed of the large holdings which he had inherited and ended all connections with the company. In 1927 the company was reorganized and became Johns-Manville Corporation. At that time J-M changed from a closely held "family" organization to one of ownership by about 20,000 stockholders.

A new era of intensive research, development, and expansion followed the reorganization in 1927. Before that time the company's principal basic raw materials were asbestos fibre, asphalt, and cement. Since then Johns-Manville has added wood fibres and mineral fibres as well as diatomite, rubber, plastics, and other raw materials for the

PRODUCED
JM - 83

Johns-Manville, Working Together in J-M, Employee Handbook (1958)
ACL Doc 25196 · Page 8 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/8

widely diversified line of J-M products. Mineral wool insulations, insulating board products, tapes, Celite® products, and Transite® (asbestos-cement) pipe are some of a number of important additions to the line since 1927.

This product line expansion has enabled Johns-Manville to meet the constantly changing tastes of the public and the new developments in industry. Many new and improved products have resulted from the program of research, development, and engineering. As J-M enters its second century of service to homes and industry, the combined vision, resourcefulness, and skill of J-M people is constantly directed toward further, steady development.

J-M Today

Thus, in its century of existence J-M has grown from a small basement shop with two employees to an enterprise employing more than 21,000 people.

The company owns and operates three mines, two in Canada producing asbestos fibre, and the third in California producing diatomite from which Johns-Manville's Celite® products are manufactured. Asbestos deposits that are majority-owned by J-M in Southern Rhodesia, Africa, are also being worked. In addition there are 26 Johns-Manville plants. Sales offices are maintained in the principal cities of the United States, Canada and other parts of the world. The extent of the organization is outlined in detail on pages 43-45.

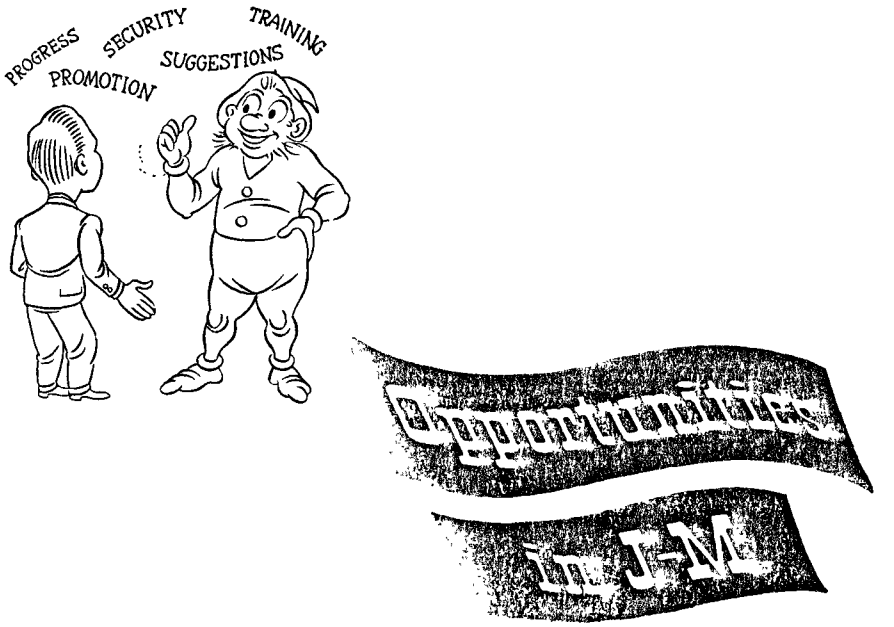
Example of Private Enterprise

The company is typical of American industry and the American system. By private ingenuity and enterprise it has developed and merchandised products that help to create more jobs, to place our living at a higher standard, to make possible the development of cheaper and better products by other industries, and to further the whole system upon which this country has been founded and by which it has prospered.



PRODUCED
JM - 83 7

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/9



Over the years, many people with ability and initiative have built successful careers in Johns-Manville. The wide variety of operations in the company provides many different kinds of work—such as production, sales, research, engineering, and finance.

Although J-M is large in its field, it is small enough for each person to have many friends in the company, and to receive recognition for his or her individual effort.

Your Own Progress

You needn't get into a rut at J-M. You chose this enterprise, and J-M selected you to be a member of the organization. The right endeavor from us both should insure a very pleasant relationship.

The company knows that you want to progress. It provides an opportunity for you to learn the duties of each job you tackle. You will find that it is to your benefit to take full advantage of such opportunities, to work in harmony with all around you, and to develop and apply your knowledge of the company. Actually, the ceiling is unlimited. You can move up about as far and as fast as your capacity and the progress of the company permit.

Security

Everyone has his own idea of what security means to him. When

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/10

we talk about job security, we generally mean looking forward to stable employment. This is something which depends a lot on general business conditions. It also depends a lot on every person in the J-M organization.

Each one of us helps to build the security of our company when we work smarter than our competitors. We are working smarter when we turn out more and better products at the lowest possible cost.

Low costs enable J-M to keep prices right and to beat our competition. Prices that are right for quality products like ours, mean more customers' orders, more jobs for J-M people, and greater security for everyone in J-M.

Job security can be developed by an individual in another way, too. A person who is always adding to his knowledge and skills has a better chance of stable employment than the person who knows how to do only one kind of work.

Looking Ahead

Every effort is made to arrange production schedules so that employment will be as continuous as possible. If it is necessary to reduce schedules because of business conditions, every attempt will be made to spread the work among the greatest number of employees. J-M people with ability, experience, and long service get first consideration if business conditions require a reduction in personnel.

Recall After Layoff

If it should be necessary at any time to lay off hourly paid people temporarily because of a change in business conditions, the names of those people will be put on a recall list. They are given preference for reemployment as soon as business conditions permit. The last person to be laid off is the first one recalled, provided he is qualified for the job available.

It is custom at plants to establish a time limit for maintaining recall lists.

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/11

There may be occasions when reemployment of an hourly paid employee who was laid off cannot be accomplished within the period which is specified at his location, either because the company is unable to recall him or because he does not accept the recall offer. If such a person is reemployed after the recall period has expired, his earlier acquired continuity of service is cancelled.

When a person has been laid off and is recalled to work, it is necessary for him to be passed upon by the medical department.

If no one is available on the recall list, preference for employment is given to citizens of the United States living in the community in which the plant is located.



Promotion and Transfer

It is well to understand the different meanings of these words. For example, when you step into a different job for which a higher rate of pay is established, you are promoted. Under some circumstances increased pay is given at the time of promotion. Under other circumstances a trial period is set during which you should prove your capability before expecting an increase in pay. Transfer means changing to a job for which the rate of pay is not higher. It doesn't in any way imply lack of opportunity.

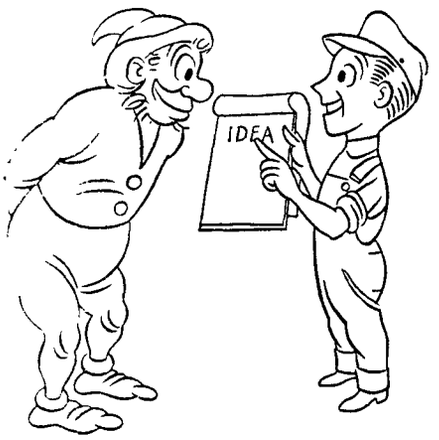
Promotion: J-M prefers to fill from within the company vacancies which offer promotion. Candidates for promotion are selected for their skill, capacity for added responsibility, past performance, background, training, and length of service. If you want to prepare to step up the ladder, talk over methods of development and courses of study with your department head or with the J-M training specialist, and be sure to tell your supervisor and the employment manager when courses are completed.



Transfer: If you feel at any time that your occupation in J-M does not fully utilize your capacity, or if you are genuinely interested in changing your field of work, tell your supervisor about your aims and qualifications and ask his help. He

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/12



may request that you be considered for transfer, or you may make such a request yourself with the permission of your supervisor.

In either case the matter would be discussed next with the employment manager who acts as a clearing point and tries to help find suitable work. (Wherever there is no employment manager, department heads act in a similar capacity.)

[illegible]

The company welcomes constructive ideas for improvement. If you have such an idea, submit it to your department head.

[illegible]

Training on the job under capable supervision is always offered to J-M folks. In addition, through many training programs at various J-M locations, the company hopes to give members of the organization an opportunity to develop both their general knowledge of J-M and their special skills. Encouragement and assistance is given to those who wish to prepare for progress in the company through outside study. Your supervisor or the training specialists will gladly describe the opportunities open to you. Be sure to ask them about J-M's plan for tuition aid.

Visiting Other J-M Locations

There is a natural desire to learn what goes on in other parts of the company. If your work does not take you around J-M, and you want to see other nearby operations, ask your supervisor or the personnel office if a visit can be arranged.

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/13



J-M makes available to permanent members of the organization various services which can be of great assistance to you. These extra privileges increase in number as employment with J-M continues. By participating in these benefit opportunities at J-M you have the advantage of financial help in case of sickness or permanent disability, aid in unemployment or old age, insurance money in case of your death, broader knowledge of your company, and a wide circle of personal friends in J-M.

The company helps to pay for some services. For others, the people who participate make the major contribution to the cost, and J-M usually helps by providing some clerical assistance or other facilities.

Activities in J-M

J-M folks get together informally or in regularly organized clubs, to conduct social, athletic, educational, and welfare activities. Groups have been formed for bowling, softball, basketball and photography. There are J-M clubs and groups of amateur theatrical and music enthusiasts which enable a person to pursue a hobby and at the same time to get better acquainted with others in J-M. Membership dues and club rules vary.

People in the personnel office or your supervisor will be glad to introduce you to a member of any of these groups where you work.

PRODUCED
JM - 83

Johns-Manville, Working Together in J-M, Employee Handbook (1958)
ACL Doc 25196 · Page 14 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/14

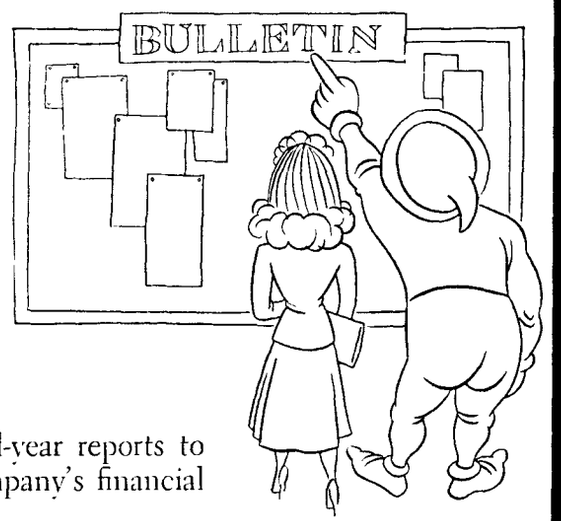
Anyone wishing to organize a new activity among J-M people should consult a personnel representative as to procedure.

[illegible] News

Company bulletin boards display news of general and local interest. More personal announcements regarding such matters as insurance, hospitalization plans, clubs, charitable funds, special holidays, unusual services, and meetings are distributed to us individually.

If you wish to post a notice on the company bulletin boards, consult the personnel office.

The J-M NEWS PICTORIAL is distributed each month to all members of the organization in the United States. NEWS PIC covers news of the company. It features pictures of employees and their activities, as well as articles about company programs, progress, and products. NEWS PIC's own staff of correspondents are all J-M folks, who, in addition to their regular duties, gather news from various offices and plants. The NEWS PIC reporters at all J-M locations will welcome picture news stories.



Papers carrying news about local J-M activities and people are published at several of the plants and sales offices.

Twice a year, through annual and mid-year reports to J-M members, you are informed of our company's financial progress and prospects.

This handbook of information about J-M, WORKING TOGETHER IN JOHNS-MANVILLE, is given to each new person who joins our organization as a permanent employee.

Other literature about the company and its products, as published by various J-M departments, is available to you upon request through your supervisor or the personnel office if it is not distributed generally.

PRODUCED
JM - 83

Johns-Manville, Working Together in J-M, Employee Handbook (1958)
ACL Doc 25196 · Page 15 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/15

Automobile Insurance

If it is permitted by the law of your state, you may purchase personal liability, property damage, also fire, theft, and collision insurance on your personal automobile through J-M. Rates for such insurance depend upon the place where the automobile is principally garaged. Your supervisor or someone in the personnel office can assist you in arranging for this coverage.

J-M Group Life Insurance Plan

You can be insured in the J-M Group Life Insurance Plan after completing six months of continuous service as a permanent member of the organization. This plan is explained fully by your supervisor or by someone in the personnel office. It provides two important kinds of protection—financial aid for dependents in case of your death, and benefit payments to you in case of permanent disability before age 60.

The amount of your insurance is determined by your annual earnings. Because the company pays a substantial part of the total premium, you pay much less for this insurance than you would for any similar coverage bought as an individual policy. Your part of the premium is payable each month, and is deducted in small amounts from pay. As an employee's earnings go up, insurance is increased automatically according to an established scale which is printed on the insurance certificate given to each insured employee. When such an increase occurs, there is a change in the amount of the deduction to pay for the additional insurance coverage. There is no reduction in the amount of a person's group insurance if his annual earnings should decrease.

In case of permanent disability before age 60, monthly or yearly payments would be made in accordance with the amount of your policy. In case of your death, your beneficiary would receive the amount for which you are insured less such disability payments.

PRODUCED
JM - 83

Johns-Manville, Working Together in J-M, Employee Handbook (1958)
ACL Doc 25196 · Page 16 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/16

[illegible] Disability Insurance

The purpose of this insurance is to provide some weekly income for a J-M employee who is prevented from working by a nonoccupational accident or sickness. Some states have a law that requires each employee to have this coverage, effective usually at the time he joins the company. Elsewhere this is a voluntary program, offered to hourly paid personnel at plants who complete 6 months of continuous service. Medical examination is not required if the application is signed within 31 days of the date of eligibility.

Each person who joins this voluntary plan pays a premium which is based on his job rate, and is set aside regularly from his pay. The individual's premium amount is low because J-M pays a considerable portion of the premium.

Benefits begin on the 1st day of a disability caused by accident, and on the 8th day when disability is due to sickness. The weekly benefit amount, like the individual's share of the cost, is determined by the employee's hourly job rate.

Claim for benefits must be made to the Industrial Relations Department within 10 days from the start of disability. It is important to note that benefits are not paid for maternity or self-inflicted conditions, to anyone not under care of a doctor, and unless a person is totally disabled. This insurance is suspended during a lay-off or strike.

[illegible]

Holidays observed at all J-M locations are: New Year's Day, Memorial Day or a holiday of greater local importance, Independence Day, Labor Day, Thanksgiving Day, Christmas Day. On Election Day each employee who is registered to vote will have time to cast his vote. This is arranged in accord with state laws whenever the location does not close for the entire day.

Local managers decide about the observance of sectional holidays, which customarily follows practice in the area.



PRODUCED
JAN - 93

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/17



Good health is one of your most priceless possessions. Your future success in life may depend upon your willingness to maintain sound health. J-M tries in several ways to help you keep your health at the most favorable level.

Physical examinations are conducted to recognize defects before disease is established. Frequent surveys and inspections are made to insure healthful working conditions. And treatment facilities and services are available if injury occurs on the job.

As you cooperate in making this program really effective, you can benefit personally . . . for example, by following reasonable living habits.

Eat wisely, neither too sparingly nor too well.

Play frequently, but never overdo it. Develop a hobby and relax in enjoying it.

Sleep regularly, and long enough for your body requirements. You can never make up for lost time in the sleep department.

Physical Examination: Pre-placement examinations are given before final acceptance for employment. This is necessary to find the type of job best suited to each individual's temperament and physical capacity. Depending on your location and the kind of work you do, these examinations will be repeated periodically in order to help you maintain good health.

If you have any signs or symptoms of unfavorable health at any time, you should report this to the person who is in charge of health services at your location. Similarly, if you will report all absences due to personal illness or accident, you will help J-M to maintain a continuing inventory that could be useful in preventing future sickness.

First Aid: At each location where there is a large number of J-M people, a health department with a physician or nurse in charge pro-

PRODUCED
JM - 83

Johns-Manville, Working Together in J-M, Employee Handbook (1958)
ACL Doc 25196 · Page 18 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/18



ides care for minor accidents and emergency illness during working hours. At other J-M locations first aid service is available.

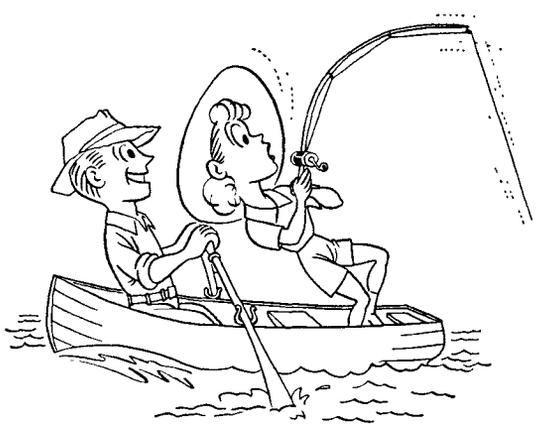
If you have any injury while at work, no matter how slight, report to your supervisor immediately and he will see that you receive whatever care is available. Don't delay about this. The smallest cut or scratch may become infected and result in serious disability.

Workmen's Compensation: Report *at once* to your supervisor any occupational accident or disease. J-M provides payment of benefits under the Workmen's Compensation law in each state of the United States, in the Provinces of Canada, in Alaska, and in the Territory of Hawaii.

J-M believes that an annual period of rest is beneficial for anyone who is steadily employed. Vacation with pay is granted to permanent members of the organization.

The length of vacation time is calculated according to length of service with the company. People who have 25 years of service are eligible for the maximum vacation of 4 weeks each year. Your supervisor will be glad to give you details of the J-M vacation plan.

As work permits, vacation will be scheduled as near as possible to the dates you choose. Preference is usually given according to length of service if choices conflict. Sometimes departments or plants close for a vacation period.



Because of the benefit to a person of this change from work, J-M supports very strongly the principle that people should not work through a vacation period and request pay instead of the time off.

You might wish to take with you some of the pay which would fall due during your vacation. Ask your supervisor well in advance what arrangement can be made about this.

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/19

Retirement Plan

The J-M retirement plan enables you to provide monthly income for life after retirement. In addition, you receive Social Security Old-Age benefits. The company joins you in contributing to both the J-M retirement fund and the social security program.

Since the J-M plan was improved in 1957, you can, if you have 35 years or more of credited service in J-M, retire at age 65 with an income in the neighborhood of 45% to 55% of your average earnings in the late years of your career. Such income comes from the J-M plan and social security combined. Your J-M plan income is based on your actual years of credited service if less than 35.

Participation in the plan is voluntary, and almost all J-M people choose to participate. You are eligible to join when you have completed 6 months of continuous service with the company. Latest retirement age in J-M is 65, whether or not you enter the plan.

You contribute to the plan through payroll deductions. The amount is determined by your age and rate of pay. The money set aside by you and the company is placed in a trust fund to earn interest. This fund can be used only for the retirement plan. When you retire, enough of J-M's money is put up to assure you the income to which you are entitled. The least that is provided from J-M's funds is an amount equal to your contributions plus whatever income they earned while you were a member. The company's share is usually much more than a member's share.

Continuing service in J-M is recognized through this plan. If you join the plan, and become disabled so that you can no longer work, and you have 10 years of credited service, you may be retired for disability and receive retirement income for the rest of your life. After 25 years with J-M, or when a member is at least 55 years old, he has vesting right in the plan. After 30 years in J-M, or when a member is at least 60 years old, he may request early retirement.

The J-M retirement plan also offers an assured means of saving, because, if you join, you must continue in it as long as you remain in J-M. If you leave before retirement, you will receive all of

PRODUCED
JM - 83

Johns-Manville, Working Together in J-M, Employee Handbook (1958)
ACL Doc 25196 · Page 20 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/20

the money you put into the fund, plus any investment income it earned. In case of death before retirement, your contributions plus interest will be paid to your beneficiary.

More information about this plan may be obtained from your supervisor or the personnel office.

Buying J-M Materials

All full-time employees who have at least 6 months service on regular J-M payrolls may purchase J-M products at a discount. This service is extended also to members of the J-M retirement plan who are retired or who elect vesting right under the plan. You can get information on available materials and price discounts from your supervisor.

This privilege enables you to use J-M materials on your own property which you occupy, or on an automobile or other equipment which you own and use. Products may not be obtained in this way for use on property held for investment or speculation.

Terms of payment are 30 days from the date of invoice except that any portion of the value of material bought in excess of four weeks' wages or one month's salary is to be paid for in cash in advance.

Quarter Century Club

J-M honors length of service with membership in the Quarter Century Club composed of men and women who have worked with the company for 25 years. The company sponsors the club.

An engraved watch and a pin are presented to each new member at the time of induction into the club. Approval of the president or chairman of Johns-Manville Corporation is required for any involuntary separation from the company of a Quarter Century Club member.



PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/21

Savings

Sometimes employees wish to set aside some money from their pay for personal savings. There are several ways in which J-M helps by providing payroll deduction service for groups of people. For example, hourly paid personnel at plants who are members of a credit union may have their regular subscription paid into the credit union through payroll deduction. At J-M plants where a sufficient number of people want to buy U. S. Savings Bonds, the local finance office provides deduction service for this purpose, too. Salary personnel throughout the United States may join a payroll savings plan which enables them to accumulate savings for various purposes, among which is buying U. S. Savings Bonds. Information about any of these services will be given by your supervisor or the personnel office on request.



Income Tax

Employers are required by law to withhold a certain portion of your earnings as payment toward your federal income tax. The amount withheld depends upon your family status and earnings. For this reason, it is necessary that the exemption certificate on file with J-M be correct. *Whenever there is any change* in your family status you should obtain a new Employee Withholding Exemption Certificate from the personnel office, or your supervisor, fill it out, and file it promptly with the Industrial Relations Department if you are paid locally, or with the Salary Record Supervisor at GHQ if you are paid from there. After the close of each calendar year J-M gives you a statement showing your earnings for the year and the amount deducted for federal income tax.

As required by some states and municipalities, income tax due them is deducted and paid to them by the company for the individual's account.

Deductions Paid For You

Small amounts set aside from your pay and handled for you by the company enable you to buy protection such as group life insur-

PRODUCED
JM - 83

Johns-Manville, Working Together in J-M, Employee Handbook (1958)
ACL Doc 25196 · Page 22 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/22



ance, hospitalization coverage, retirement income—forms of financial security which you might never save for otherwise.

It's natural to expect that a deduction is going to pinch, but when you hold your own insurance contract in your hand, or see how the sum in your retirement or your savings fund grows you feel that the method of acquiring this protection has been very easy indeed.

Money set aside for each purpose is itemized for you on the stub or receipt which comes to you with your pay check. You will find these stubs or receipts useful as personal records and to provide data for your income tax.

All J-M personnel in the United States are in jobs covered by social security. The number on your social security card identifies permanently your account with the Social Security Administration. The two parts of the social security program which concern employed people most are the Federal Old-Age and Survivors' Insurance and Unemployment Insurance.

Federal Old-Age and Survivors' Insurance: The federal government administers this program. The social security law sets an employee's contribution currently at the rate of 2¼% of the first $4200 of earnings a year. J-M pays the same amount to your account.

If your deductions for this are more than you owe in a calendar year, you should file a claim for the excess. This is done by indicating the amount of overpayment on your federal income tax form when you file your return for that year. You can request that the excess of social security payment be credited against any individual federal income tax that you owe, or you can ask that the excess be refunded to you in case your income tax is fully paid. Be sure to dispose of an overpayment on your income tax return for that year, because such excess is forfeited if a claim is not filed within 2 years.

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/23

There are four kinds of benefits—

1. *Monthly Retirement Payments to:*
   a. A fully* insured worker 65 or older who retires. A fully* insured woman worker who retires at 62 receives 80% of monthly benefits otherwise payable at 65.
   b. His wife when she is 65; or when she is 62 if she elects reduced benefits. His wife under 65, if she has in her care a child of the worker under 18, or disabled regardless of age. The dependent husband (age 65) of a woman if she is both fully* and currently** insured.
   c. The worker's unmarried children under 18, or disabled regardless of age, if disabled prior to age 18.



2. *Monthly Survivors' Payments to:*
   a. The worker's unmarried children under 18, or disabled regardless of age, if disabled prior to age 18.
   b. The widow if she is caring for his dependent child(ren); in some cases to his divorced wife.
   c. The widow at 62 if the worker was fully* insured.
   d. The dependent widower at 65, if the wife was both fully* and currently** insured at death.
   e. The dependent parents at 65 or older (mother at 62), if no dependent or disabled children, widow, or dependent widower survive, and if the worker was fully* insured.

3. *Monthly Disability Payments to:*

   A worker age 50 or more, whose disability has lasted at least 6 months, is so severe that he cannot work, and is expected to be permanent. He must have adequate covered employment.

4. *Lump Sum to the widow or widower or to the person who paid the worker's burial expenses, even when monthly benefits are also payable.*

Benefit amounts are based upon the average monthly pay of the worker. Claim should be filed promptly because the law allows only 12 months' retroactive payments. It is not necessary to pay anyone to obtain benefits. Social Security offices provide the forms free and answer all questions.

* Fully insured—earnings of $50 or more in covered employment (1) for a maximum of 40 calendar quarters. At least 6 quarters are required in every case. Or (2) for half the calendar quarters between January 1, 1951 or age 21 if later, and the quarter in which the person reaches age 65 or dies.

** Currently insured—earnings of $50 or more in covered employment in at least 6 calendar quarters of the 3 years just before the person dies or becomes entitled to old age benefits.

PRODUCED
JM - 83

Johns-Manville, Working Together in J-M, Employee Handbook (1958)
ACL Doc 25196 · Page 24 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/24


PRODUCED
JM - 83



In general, hospitalization plans provide substantial aid toward paying for bed and board, drugs, dressings, laboratory fees, use of operating room facilities while the patient is in the hospital. Surgical benefits help to pay the surgeon's fee for surgical or maternity care. Medical benefits provide an allowance toward the charges of the attending medical physician for calls made while the patient is in a hospital for other than surgery or maternity.

Each subscriber receives his own certificates. It is important to read them carefully, and to study all explanatory literature issued by your plan, so that you understand clearly the conditions under which you are entitled to benefits.

When a person leaves J-M or retires, he should consult the person who handles hospitalization at his location about continuing or transferring his contract.

Personal Problems

A personal problem not in any way related to your job may worry you. If you feel it might help, have a friendly, confidential talk with your supervisor or with a consultant in the personnel office.

Personal Checks



Company cashiers will occasionally cash checks for modest amounts drawn on your personal bank account after obtaining whatever approval is required at each location. Each of us should, of course, arrange our finances so that we won't overdo our use of this privilege.

Did you know that you become personally responsible for checks drawn by other people which you endorse and present for payment? For your own sake, therefore, the safest course is to avoid endorsing any check unless you know and can be sure about the person drawing the check and about all prior endorsements on it, and unless you would be prepared to make it good—in case.

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/26

aid toward
ees, use of
il. Surgical
rnity care.
of the at-
is in a hos-

portant to
issued by
der which

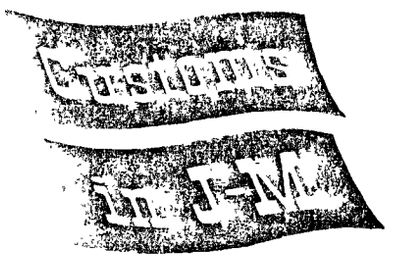
he person
g or trans-

lay worry
talk with



or your
check
check
ild be





There are certain ways of doing things in J-M which have grown out of years of experience in working together, and so have become accepted practices in the company. Then, too, there are some regulations which are required by law. You might call these the rules of the game such as guide the members of every organization—whether it is a business, a labor union, a government, a baseball team, or a social club.

Because our company has such a variety of work going on in so many different places, practices won't always be precisely the same at all J-M locations. Those customs which apply generally throughout J-M are reviewed briefly here.

In some manner, all of us are affected in our daily lives by these customs, and so it is important to understand them.

By falling in with the way of doing things in J-M we shall be helping to promote friendly relationships and smooth team work, to prevent accidents and illness, and to complete our schedules satisfactorily.

You and your life in J-M are the primary interests of the Office of Industrial Relations. Plans and service programs are developed to protect your health, safety, and comfort on the job; to contribute to your opportunities for learning about our company, for advancement, and for economic security; to establish fair play and fair practice in all our

PRODUCED
JM - 83

Johns-Manville, Working Together in J-M, Employee Handbook (1958)
ACL Doc 25196 · Page 27 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/27

relationships; and to promote friendly cooperation among all groups within J-M.

At plants matters of this sort are conducted by the Industrial Relations Department, at GHQ by the Office of Industrial Relations. At J-M locations where neither of these groups exists the manager interprets all personnel programs.

People who specialize in personnel work do not in any way take the place of your supervisor. Always turn to him for help and information. He will refer you to the specialists in personnel matters whenever it is desirable.

Hours of Work

J-M has established 40 hours as the normal workweek. Under usual circumstances work is scheduled close to 40 hours a week. Variations in the demand for our products, and conditions beyond the control of the company make it necessary at times to vary the workday and workweek. Daily hours at each J-M location are determined by local managers. When you start at J-M, or transfer to a different location, ask your supervisor what your hours are.

Wait for Your Relief

If you are on a continuous process shift and your relief mate fails to report for work, please notify your supervisor at once, but if possible remain on the job so that production may continue. Your supervisor will appreciate your help and will obtain a substitute for you as quickly as possible.



Lunch

A regular period is allowed for lunch. Your own lunch time should be arranged with your supervisor to fit into the schedule for your department.

PRODUCED
JM - 83

Johns-Manville, Working Together in J-M, Employee Handbook (1958)
ACL Doc 25196 · Page 28 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/28

Permanent or Temporary Employment

A permanent employee is hired for work which is regarded as essential in the permanent organization. He may join company benefit plans when he is eligible.

A temporary employee is hired as a substitute for a permanent employee, or to handle special or extra work for a temporary period.

Due to the uncertain duration of employment, temporary employees do not participate in company benefit plans. A temporary employee who is transferred to the permanent payroll receives credit for the last previous continuous service as a temporary employee for the purpose of calculating length of service. A temporary employee who wishes to be considered for permanent work with the company should keep in touch with the J-M employment office and his department head. It is important to see them both when the temporary assignment is nearing completion.

Exempt or Nonexempt

The Fair Labor Standards Act of 1938, administered by the Wage Hour Division of the U. S. Department of Labor, requires employers like J-M to classify each job in the company to determine if the job is nonexempt and if the jobholder is therefore entitled to overtime pay for work in excess of 40 hours a week. The law sets up the regulations for making this classification. Chief criteria are: nature of the work, duties, and amount of pay. Your supervisor will tell you how your job is classified.

Collective Bargaining

J-M believes in the principle of collective bargaining. Management is always ready and willing to discuss with the freely chosen representatives of employees such matters as rates of pay or working conditions. And any employee or group of employees can discuss a grievance with the management at any time. Agreements reached through collective bargaining with certified bargaining agents of employees are put in written contracts. The company and the employees

PRODUCED
JM - 83 27

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/29

must both live up to the contracts if collective bargaining is to succeed.

When a new employee comes to J-M who is eligible to join the established bargaining group, he is given a copy of the agreement in effect at that time. Whenever a new agreement is completed, printed copies are made available to all employees at the location.

Union Shop

The union shop is an arrangement between an employer and a labor union which requires that an employee become a member of the union in the plant, and that he remain a member in good standing in order to keep his job.

J-M feels that the decision to join or not to join a union is one which the individual should make for himself, and that it is coercion and intimidation to force a person to join an organization just as it is to try to keep him out of one. For this reason J-M has adopted a policy opposing compulsory union membership in its plants.

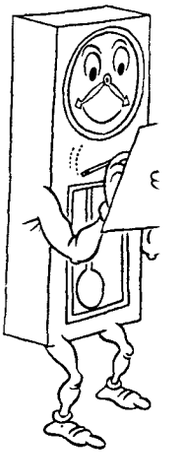
A booklet has been published by Johns-Manville which explains its position more fully. A copy is available for you on request to your supervisor or the personnel office.

[illegible]

J-M has a plan which gives all department heads a program for the administration of salary matters. Our plan is based on fair and equitable treatment for all with due regard for the individual.

In determining fair pay for each type of work, it is recognized that a person usually gains in proficiency as he continues to work at a job. Therefore, a salary bracket is established setting both a starting rate and a top rate for each job. From the starting rate, salary "steps" up gradually in stated amounts to the top of the bracket. Usually there are 4 or 5 such steps in a bracket. These steps are the basis of merit increases, given as we handle our assignments more capably.

Salary increases are not given because an anniversary is reached, or at a certain time of the year, or otherwise automatically.



PRODUCED
JM - 83

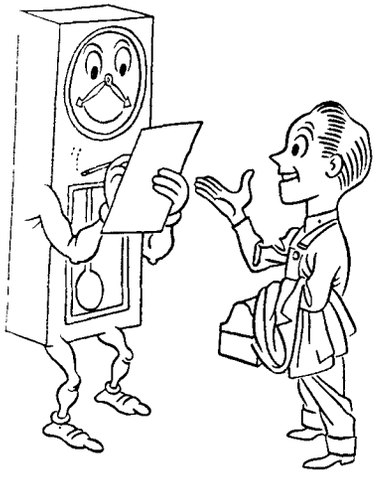
Johns-Manville, Working Together in J-M, Employee Handbook (1958)
ACL Doc 25196 · Page 30 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/30

A salary bracket is really an expression of the amount of money which it is fair to pay for a certain type of work. It doesn't in any way limit what you can earn in the future if you are ambitious enough to develop your skills and knowledge, and to take advantage of all opportunities for higher earnings which Johns-Manville offers.

Your supervisor reviews the work record of each person in your group at regular periods to evaluate the progress each has made. When a supervisor finds that an employee is demonstrating the proficiency required for a higher salary step within his salary bracket, he recommends an increase in pay. After the recommendation is fully approved, he tells the person in a confidential talk what his new rate of pay is and how he merited the increase.

A person's good performance on the job can be quite clearly shown by evaluating several very important factors, such as job knowledge, quality and quantity of production, reliability, and cooperation.

It is customary to rate each employee at least once a year on these qualities in order to determine his ability on the current job, to help select individuals who are ready for promotion, and to learn how training may aid a person to develop his ability.

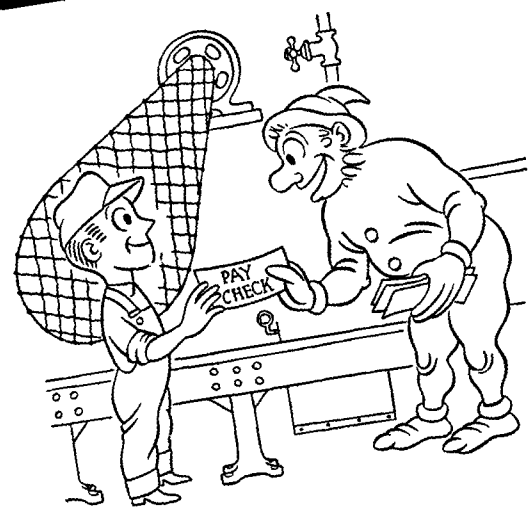


Record of Hours Worked

If your job is nonexempt, the Fair Labor Standards Act requires that an accurate account be kept of the total hours you work each day. You record this daily. Your supervisor will show you the method used in your department. This data provides the basis for payment of overtime. If your work includes some travel, ask your supervisor how to calculate travel time in your record of hours worked.

PRODUCED
JM - 83

Johns-Manville, Working Together in J-M, Employee Handbook (1958)
ACL Doc 25196 · Page 31 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/31



Your Pay

People who are paid on an hourly basis receive pay checks on a certain day each week which is established at each location. Any variation of the customary time of distributing checks will be announced at the location as, for example, when pay day falls on a holiday.

Pay for employees on the permanent salary payroll is distributed on the 15th and the last day of the month. If pay day falls on a Saturday, Sunday, or a holiday, payment is made on the last preceding work day. Regular salary covers 40 hours' work in a week even though a person may not always be required to put in the full 40 hours. A salary employee who is with J-M temporarily is paid for the days actually worked and receives a check upon completion of the job, or on the last working day of each week of his stay.

Your pay is distributed through your supervisor. With each paycheck there is a stub or receipt which shows the total pay credited to you, and the items set aside for your various J-M benefit opportunities, and for tax accounts. Be sure to keep all stubs or receipts at home. The data will be useful in keeping any personal accounts and in computing your income tax.

Should an injury sustained in the performance of your job cause you to stop work for the rest of the day, you will be paid a full day's wages for that day.

Job Analysis

The rate of pay for your job has been arrived at by a systematic procedure which started with a very careful analysis of the requirements of each type of job in J-M.

Technicians work with J-M department heads to study and compare descriptions of the many kinds of work done at all locations of our company. Such comparison shows clearly that jobs differ in complexity, and in other factors, and so in the amount of money which it is reasonable and fair to pay for each. In this way equitable rates of pay within the company are determined.

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/32

Rates

J-M makes every effort to assure rates of pay that are equitable within the industry, and within the various communities where J-M operates.

Frequent surveys are made of rates paid by others in the areas where J-M has operations. Such surveys provide an accurate check of our rates of pay with those of neighbor industries, offices, and others in the community.

This method of comparison with others, coupled with an analysis of each job, furnishes the information needed to establish fair pay rates.

Advances

Except before vacation, any advance in pay before a regular pay day is approved only in an emergency because of the considerable amount of extra clerical work and bookkeeping expense involved.

Problems Related to Your Work

In case anything occurs in connection with your work with which you are dissatisfied, you should discuss the matter promptly and fully with your immediate supervisor.

A complete account of your side of the story will help and hasten understanding of the problem.

Usually, such situations are the result of misunderstandings which can be cleared up readily. Your supervisor will be as eager as you to find a solution which is fair to you, to your co-workers, and to the company.

Whatever the circumstances, you should feel that you are welcome to talk over any problem at any time with your J-M supervisor and manager.



PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/33

Supervision

Supervisors are human. Some one supervises them, too! In fact, supervision in business exists right up the line in management to the stockholders who are the owners of the company.

Your supervisor is given responsibility for certain phases of the company's activity. He will pass along to you your part of the instructions he receives, and will guide you in the performance of all the assignments he gives you.

He has the privilege of going to his supervisor to seek information or advice on business problems, to discuss his ideas for improvement, to talk of any condition which appears to be to his disadvantage.

You are invited to approach your supervisor in the same way. He will do his best to help you get the answer to any of your questions regarding the company and your work.

Wherever each of us fits in the organization, there is one important guide for our actions. We should always give the same consideration to the other fellow that we want for ourselves. Applying this principle, we feel that any point of difference which might come up can be adjusted.

Continuity of Service

It is to your personal advantage to maintain an unbroken service record. This continuity of service carries with it such privileges as vacation, maintenance of your group life insurance, continuation in the retirement plan, a better chance when promotions are being considered, and a better chance for continued employment in case it becomes necessary to reduce the working force because of business conditions.

Absence

If you are unable to report for work, get word to your supervisor and tell him what the circumstances are as soon as possible. Follow through by keeping him advised of the expected length of the absence, so that arrangements can be made to take care of your duties.

PRODUCED
JM - 83

Johns-Manville, Working Together in J-M, Employee Handbook (1958)
ACL Doc 25196 · Page 34 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/34



seniority and eligibility for vacation. benefits would also stop.

Duty: Members of a community have a welfare and good government of their lo- on Election Board and on the Jury is the are given credit for service in J-M while pose. If you are called for either, be sure well in advance for covering your work.

arrangements for leave of absence for cause of illness, other physical disability, or Leave of absence may be requested in con- and may be granted if it can be arranged so department will not be unduly affected. Service a leave of absence.

a leave, your department head considers J-M, the value of your work, and the work ment.

ask your supervisor or the personnel office mation of your J-M benefit plans while you

employee at a plant wishes a leave of ab- week, his request should be made in writing, and should be addressed to his immediate a shorter leave need not be written.

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/35

Military Leave in Peacetime

If you belong to a defense organization of the armed forces and you are called to temporary training duty, you may be granted a leave of absence without pay for a specific period. You and your supervisor should talk it over and make an arrangement which is best for all concerned.

Military Duty

The company has adopted definite policies which apply to employees who serve in the armed forces. Your supervisor will explain the details of these policies at your request.

Being on Time

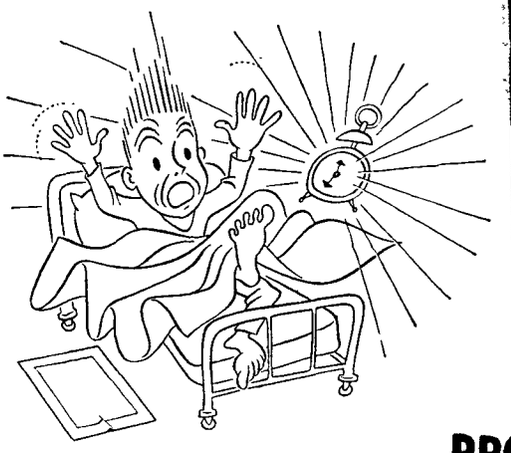
Good business men and women keep their appointments on the dot. Your starting time at J-M is a business appointment. The folks with whom you work count on you to be on time. If an emergency detains you, get word to your supervisor as quickly as possible and explain the circumstances.

Overtime

There are times when circumstances such as an emergency, or a rush of orders, or seasonal manufacturing changes, make it necessary for supervisors to schedule some overtime work.

Pay for overtime work is given in accord with federal and state laws. The amount of overtime pay is also set forth in local agreements for members of the J-M organization who are covered by such agreements.

In addition, provision is made by J-M for premium pay when necessary work is performed on specified holidays and days of rest.



PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/36

Ask your supervisor to explain the conditions governing overtime pay which would affect you.

Overtime payments to employees who are paid locally at plants are included with regular pay. Overtime amounts for employees on salary are paid in separate checks.

Allowance

When occasionally it is necessary for a salary employee to work a stated period beyond the regularly scheduled hours in any workday of his workweek, a meal allowance is paid. This allowance is provided also when salary personnel work a certain number of hours on a holiday or on their usual days off if they do not receive overtime or premium holiday pay for the hours worked.

Personnel Records and Changes

Records which contain personal information about you are kept by the company. These records are used in many ways for your benefit.

They provide your address for mailing company information to your home, also for income tax and other government questionnaires which the company is required by law to answer. The records establish your length of service in the company, and furnish other useful data when promotions are being considered.

It is important to you personally, therefore, that this information be accurate and always up to date. So, be sure that every change of name, of home address, home telephone number, and name of person to be notified in an emergency is given in writing both to your supervisor and to the people who keep personnel records. Your enrollment in and completion of additional courses of study should be similarly recorded.

Information about other matters which would affect your J-M privileges, or your tax status, should be sent promptly to the personnel records. If other departments need the information it will be forwarded to them. You can get the special forms which are required for recording these changes either from your supervisor or from the personnel office. Examples of data needed are—

PRODUCED
JM - 83 35

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/37

Change in the number of dependents: this affects the amount withheld from your pay and turned over to the government for income tax. Employee's Withholding Exemption Certificate must be completed and signed by you before a change in deduction can take place.

Changing the beneficiary of your J-M Group Life Insurance: there is a certain form for this purpose which must be completed and signed by you before the change is made.

Changing your beneficiary of your J-M Retirement Plan: you fill in and sign a special form before the change can be effective.

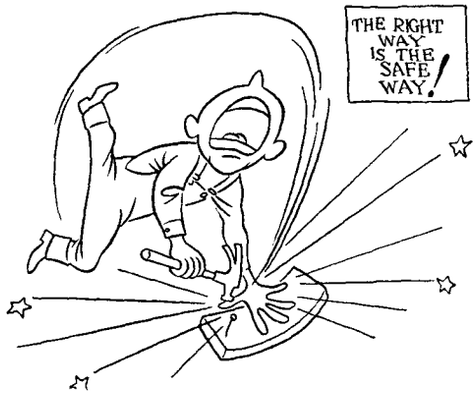
It is important to give exact marital status on all personnel records because the company is required to show marital status of all employees when reporting earnings for income tax purposes.

If you marry after coming to J-M you should make sure that all company records are changed appropriately. Your department head or the personnel office will help you. A woman employee who marries may continue to use her former name if she wishes, but confidential records should contain her legal name also.

If you change your name, you should file a special form at the Social Security office in your locality. They will issue a card with your new name, but with your same account number.

In the construction of its plants and offices, and in the arrangement of equipment and machinery, J-M has given the utmost consideration to your safety. Every effort is made to provide safe places of work by the installation of adequate protective devices and equipment.

Protective equipment and safety rules are for your protection. The right way to perform a task is the safe way. Your own safety and the safety of those who work with you depend on the manner in which you do your job.



THINK SAFETY!

J-M safety booklets list methods of accident prevention for general use and for your particular job. Your supervisor will show you the safe way.

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/38

If you notice a dangerous work practice, or any unsafe condition or machine—REPORT IT IMMEDIATELY! It just does not pay to forget or to put it off.

WORK SAFELY!

Guards on equipment must be used at all times and can be removed only with your supervisor's permission. Report any guard not in place or equipment not operating properly.

On certain operations, protective apparel such as safety glasses, face shields, respirators, gloves, safety boots, aprons and other items are necessary to safeguard you from possible injury. Your supervisor will advise you what special apparel is required and provide the items for you. Wear them! They are for *your* protection.

Safety shoes save people every day from serious foot injury, and should be worn generally in the plant. They may be purchased through the company. They are available in several neat-looking, well-fitted styles. Ask your supervisor where to get them.

TALK SAFETY!

You can prevent accidents. Be sure to join in your department's safety inspections and safety meetings. Your ideas on accident prevention will be given careful consideration and are always welcome. J-M recognizes safety achievement in various ways.

Save yourself and those around you from possible serious injury.

[illegible]

In any company there are a few general patterns of activity which we all want to know about so as to fit ourselves readily into the accepted way of doing things.

Personal Mail and Visitors: Occasionally personal mail and visitors will come to the company for some J-M people. As a general rule, we avoid handling personal matters during working hours because our time then belongs to company business.

Smoking: Those of us who handle assignments at which smoking might be inappropriate, or hazardous (either to us or the work) have to have our smokes away from such work. Supervisors at all locations

PRODUCED
JM - 83
37

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/39

explain the restrictions which must be made. The "no smoking" areas at plants are posted. Otherwise, we may generally smoke at work with due consideration for those around us.

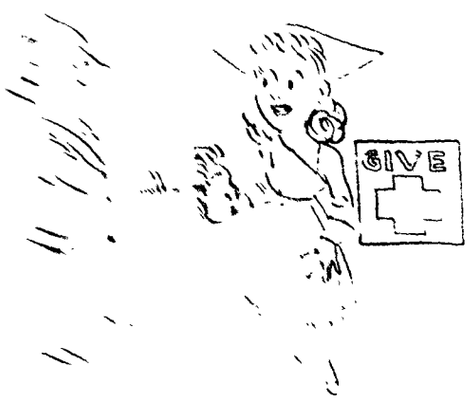
Lost and Found: There just doesn't seem to be any way the company can assume responsibility for whatever personal belongings we may have with us at work. Each of us can help prevent loss by taking good care of our own possessions.

Garnishments and Wage Attachments: Occasionally, employees borrow small sums of money or make purchases upon some basis other than for cash. In connection with such loans or purchases it is sometimes necessary for them to agree that, if payments are not kept up, the balance due may be taken out of their earnings directly by their employer and sent to the creditor. These agreements may be in the form of Wage Assignments, or "Bills of Sale." In other cases judgments may be rendered against employees and their pay garnisheed. In both cases the company is forced to retain and pay to the creditors a portion of the employee's earnings to which the employee would otherwise be entitled.

It is only fair to tell you that anyone in J-M who permits his pay to become attached by creditors may be subject to dismissal. A garnishee or assignment against your earnings creates payroll, accounting, legal and other expenses which the company should not be expected to assume. If you should have credit troubles, take up the problem with your supervisor.

[illegible]

Various charitable organizations ask J-M to let employees have an opportunity to contribute to their funds. Requests from organizations such as the Red Cross and community funds are customarily brought to your attention through volunteer employee committees and posters. Our gifts are always voluntary and are entirely independent of contributions made by the company.



PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/40

noking" areas
at work with

way the com-
elongings we
oss by taking

y, employees
ıe basis other
ɛs it is some-
not kept up,
ctly by their
ay be in the
cases judg-
garnisheed.
he creditors
loyee would

nits his pay
issal. A gar-
accounting,
ɔe expected
he problem

oyees have
ıtribute to
from or-
Red Cross
re custom-
attention
oyee com-
r gifts are
e entirely
ıtributions

[illegible]

When answering the company telephones, it is customary to acknowledge the call by giving the name of the person whose telephone you answer. Every conversation over the telephone should be approached with the resolution that we will give information or ask questions in the way we would want to hear them if we were at the other end of the wire. Good telephone manners make friends within the company. Friendly efficiency over the telephone helps to establish the experience among outsiders that it is always a pleasure to do business with Johns-Manville folks.

When making a toll call always tell the operator your name, your department, and whether the call is business or personal. If your call is personal, you will receive an invoice covering the charges. Because of the volume of calls necessary to J-M business, we are asked to keep personal calls, whether outgoing, incoming, or between departments, at a minimum both in number and in length.

If there is a J-M telephone directory at your location, you can save time by using extension numbers for inside calls.

[illegible]

Stock cabinets in various departments hold a working quantity of regular office supplies. More may be obtained from the stock room on a signed requisition. If you need materials not kept in stock by the company, consult your supervisor.

[illegible]

If your work includes letter writing within the company, you will find it useful to know the short cuts which have been adopted to make the writing and handling of J-M internal mail as quick and easy as possible. Ask your supervisor to give you a copy of the latest procedure on this subject.

Any letters which you write for the company to outsiders offer an opportunity, just as telephone contacts do, to develop steadfast friends for Johns-Manville. Letter writing is a subject to be studied continuously with the constant aim of improving our communications.

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/41

Trade-Marks

It is essential that J-M trade-marks be distinguished from common nouns. This can be easily accomplished by copying the trade-marks with all capital letters, except in a section where the entire matter is written in capital letters, in which case our trade-marks should be quoted. If this precaution is not taken in company correspondence, we could possibly lose the value of our trade-marks by having them become common nouns subject to use by everyone. You will want to refer constantly to the booklet on J-M trade-marks, a copy of which will be made available to you.

[illegible] and Relatives

Any people whom you recommend to J-M will be welcomed for interview and consideration when suitable jobs are open. They must, of course, meet the same qualifications and be considered in the same manner as any other applicant. An employee may not work under the direct supervision of an immediate relative.

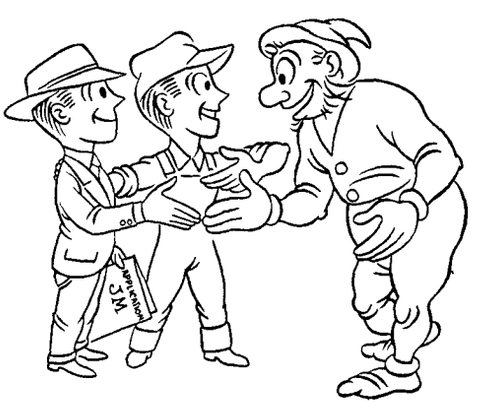
[illegible]

You're in J-M, so you know about these matters. But if you are talking with an applicant, you might want to mention any of these pointers which would apply:

Age: Normally the minimum age for employment is 18 years, except in states where minimum requirements may be higher. Retirement age is 65.

Health: Good physical condition, and a willingness to maintain sound health are important qualifications for employment.

Married Women: May be employed by J-M provided they intend to stay in business long enough to justify training on a J-M job.



Rehiring: Former J-M folks will be welcome to return if they are qualified and are recommended by their former department head.

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/42

pacity or character can be made truthfully only by a manager who really has observed them. So, if you wish a letter of recommendation, request it from your supervisor personally. If your subsequent employers inquire about you, J-M will confirm length of service, type of position held and duties performed. Their questions should be directed to the personnel office.

Different conditions bring about different reasons for separations. A brief explanation of some of the circumstances follows.

Death: In case of death, the company can best help by being prompt about settlements. Make sure that your relatives know the name of your supervisor so that he may be notified without delay in the event of death.

Discharge: This means termination for reasons such as, but not limited to, dishonesty, conviction under criminal law or code, wilful destruction of company property or products, wilful negligence toward duties or company rules, membership in any organization whose principles are contrary to the principles of the government, conduct which violates common decency or morality, repeated involvement in wage assignments or garnishment proceedings after warning.

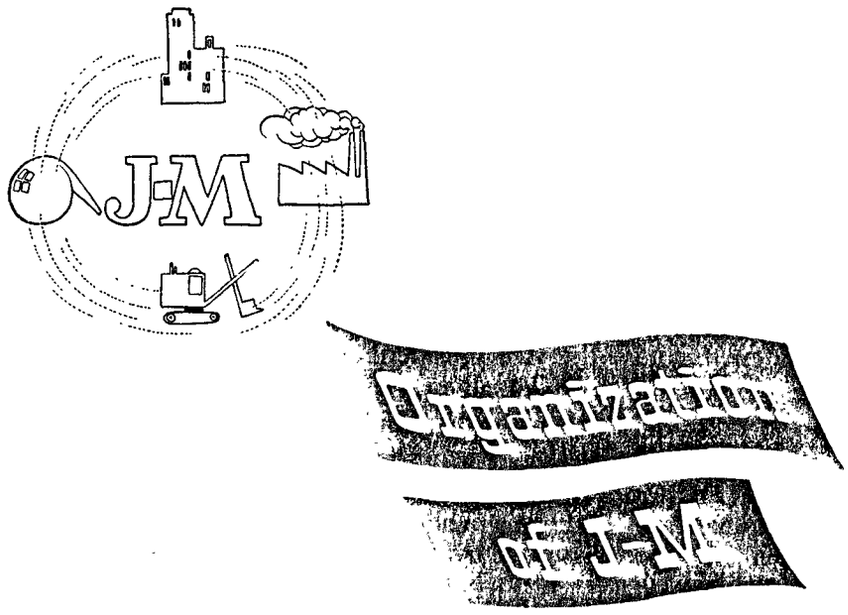
Layoff and Release: Although the company tries to plan for steady employment, adverse business conditions could necessitate layoff of some people. Or, it might be advisable to release a person who didn't fulfill the requirements of the job and for whom no suitable work was available. Advance notice of layoff or release will be given whenever possible, and a full explanation made.

Resignation: If you should ever think seriously of leaving J-M, and you expect to continue working, it would be well before resigning to ask your department head or the employment manager to describe the opportunities in various fields of work that J-M might have for you. You might find just the chance you want here, and thus protect your participation in J-M benefit programs and the other advantages related to seniority and long employment.

If, however, you finally decide you must leave J-M, please tell your department head as early as you can. Although normally a minimum of two weeks is considered reasonable advance notice, J-M appreciates the cooperation of an employee who gives notice much earlier, if possible, so that provision can be made for carrying on his work.

PRODUCED
JM - 83

Johns-Manville, Working Together in J-M, Employee Handbook (1958)
ACL Doc 25196 · Page 43 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/43



Johns-Manville is owned by about 20,000 stockholders whose money goes into the plants, machinery, and equipment which enable J-M to provide jobs and make many kinds of useful and needed products. These stockholders are located in all 48 states, in Canada, and in other parts of the world. About four-fifths of them are individual men and women from all walks of life. No one of these owns as much as one percent of the company.

Other stockholders include insurance companies, investment groups, universities and other institutions, none of which holds more than two and one-half percent of the stock. Many other thousands of individuals have financial interest in these groups, thereby spreading even more broadly the wide public ownership of Johns-Manville.

As owners of J-M, the stockholders elect the Board of Directors. Usually J-M's Board consists of about ten men. Some of these are officers of the company and some are outside experts with wide experience in such fields as finance, law, engineering, management and public service.

The chairman of the board and president is chief executive officer of the company. He is solely responsible to the Board of Directors. He decides basic policy and is responsible for all aspects of the administration of the company.

Assisting the chairman and president in carrying out his duties are an executive vice president, and a vice president and assistant to the chairman, also vice presidents for research and development, finance, sales, production, and industrial relations. The vice presidents

PRODUCED 43
JM - 93

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/44

for industrial products divisions and for building products division are primarily responsible for the administration of their respective divisions. Each of these officers has his own organization to assist him on matters falling within his responsibility.

Company operations are conducted by general managers of operating divisions. The three industrial products divisions report to the president through the vice president for industrial products divisions. The general managers of all other divisions are responsible directly to the president. The operating divisions are:

BUILDING PRODUCTS
Responsible for production and sales in the United States of products and services used in building construction.

ASBESTOS FIBRE
Responsible for the production of asbestos fibre and its sale in the United States and Canada.

CANADIAN PRODUCTS
Responsible for the production and sale of all J-M products and services in Canada except asbestos fibre.

CELITE
Responsible for production and sale in the United States of products made from diatomite.

INTERNATIONAL
Responsible for the conduct of J-M business outside of the United States, Canada, Alaska and Hawaii.

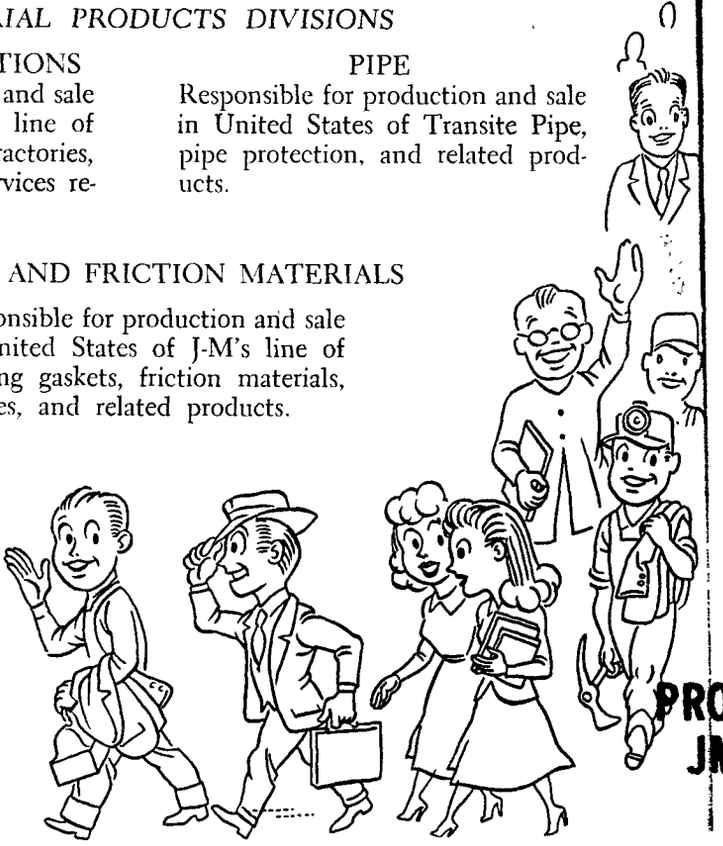
DUTCH BRAND
Responsible for production and sale in the United States of electrical tapes, industrial tapes, and rubber products.

INDUSTRIAL PRODUCTS DIVISIONS

INDUSTRIAL INSULATIONS
Responsible for production and sale in United States of J-M's line of industrial insulations, refractories, electrical products, and services related to these products.

PIPE
Responsible for production and sale in United States of Transite Pipe, pipe protection, and related products.

PACKING AND FRICTION MATERIALS
Responsible for production and sale in United States of J-M's line of packing gaskets, friction materials, textiles, and related products.



PLANTS

INDUST
Billeri
Manv
Nashu
Richn
Tilton
Watsc
Wauk
Zelien

PIPE D
Denis
Manv
Marre
Stock
Wats
Wauk

PACKIN
MATER
Manv
New
Wau

BUILDI
Alexa
Fort
Jarrat
Klam
Los
Manv
Marr
Natch
Pittsl
Savar
Wats
Wau

CANAI
Asbe
Nort
Toro

CELIT
Lom

INTER
*Mol.

DUTC
Chic

*Major

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/45

PLANTS

INDUSTRIAL INSULATIONS DIVISION

Billerica, Mass.
Manville, N. J.
Nashua, N. H.
Richmond, Ind.
Tilton, N. H.
Watson, Calif.
Waukegan, Ill.
Zelienople, Pa.

PIPE DIVISION

Denison, Texas
Manville, N. J.
Marrero, La.
Stockton, Calif.
Watson, Calif.
Waukegan, Ill.

PACKINGS & FRICTION MATERIALS DIVISION

Manville, N. J.
New Brunswick, N. J.
Waukegan, Ill.

BUILDING PRODUCTS DIVISION

Alexandria, Ind.
Fort Worth, Texas
Jarratt, Va.
Klamath Falls, Ore.
Los Angeles, Calif.
Manville, N. J.
Marrero, La.
Natchez, Miss.
Pittsburg, Calif.
Savannah, Ga.
Watson, Calif.
Waukegan, Ill.

CANADIAN PRODUCTS DIVISION

Asbestos, Que.
North Bay, Ont.
Toronto, Ont.

CELITE DIVISION

Lompoc, Calif.

INTERNATIONAL DIVISION

*Mol, Belgium

DUTCH BRAND DIVISION

Chicago, Ill.

*Majority owned

MINES

ASBESTOS FIBRE DIVISION

Asbestos, Que., Canada
Munro, Ont., Canada
*Temeraire, Southern Rhodesia

CELITE DIVISION

Lompoc, Calif.

RESEARCH CENTER

Manville, N. J.

ENGINEERING CENTER

Manville, N. J.

REGIONAL AND DISTRICT SALES OFFICES

Atlanta, Ga.
Boston, Mass.
Chicago, Ill.
Cincinnati, Ohio
Cleveland, Ohio
Denver, Colo.
Detroit, Mich.
Houston, Texas
Los Angeles, Calif.
Milwaukee, Wis.
Montreal, Canada
New Orleans, La.
New York, N. Y.
Philadelphia, Pa.
Pittsburgh, Pa.
St. Louis, Mo.
San Francisco, Calif.
Seattle, Wash.
Toronto, Canada
Winnipeg, Canada

FOREIGN SALES OFFICES

Buenos Aires, Argentina
Havana, Cuba
Lima, Peru
London, England
Mexico City, Mexico
Mol, Belgium
San Juan, Puerto Rico
Sao Paulo, Brazil

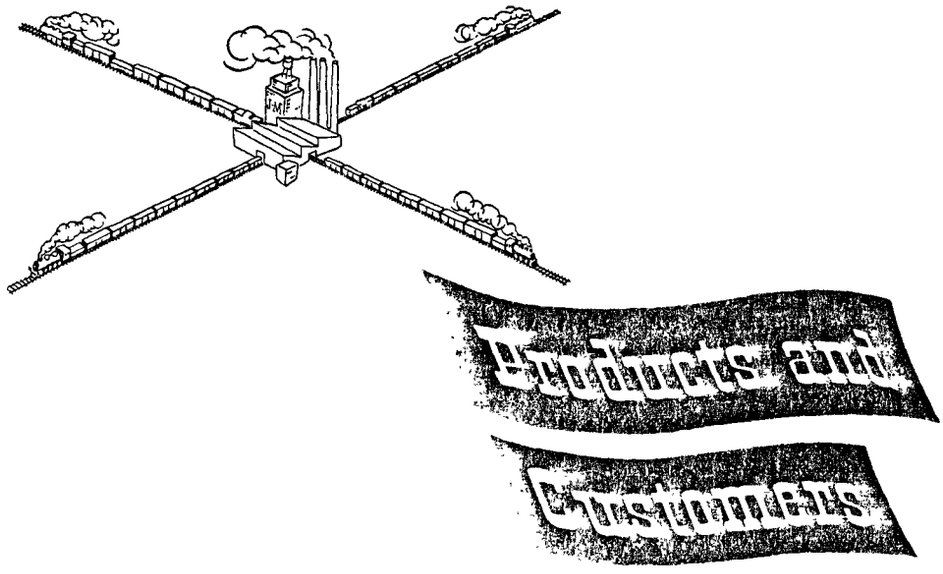
FOREIGN SALES AGENTS

More than 300 sales agents are located in other foreign countries



PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/46



J-M's more than 400 lines of products fall roughly into two broad fields—materials for building and materials for industry. These products are so varied that the company actually embraces more than a score of separate businesses. The major product classifications are—

Acoustical Products
Asbestos Boards
Asbestos Felts
Asbestos Fibre
Asbestos Paper
Asbestos Shingles & Sidings
Asbestos Textiles
Asphalt Roofings & Other Asphalt Products
Automotive & Industrial Brake Linings & Other Friction Materials
Celite® (Diatomite) Insulations, Filter Aids, Fillers & Synthetic Silicates
Cloth, Plastic & Paper Tapes
Electrical Insulations
Floor Tile
Home Insulations
Industrial Insulations—High & Low Temperature
Industrial Mineral Wool Insulations
Insulating Board
Insulating & Refractory Cements
Movable Asbestos Walls
Packings & Gaskets
Rubber Products
Transite® (Asbestos-Cement) Pipe

In all of these lines J-M has competitors who are making products of the same general nature. In fact, Johns-Manville is engaged in some of the most highly competitive fields to be found in industry. For example, in Asphalt Roofings alone, nearly 40 other companies

PRODUCED
IN - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/47

compete with us for customers' dollars. In Packing and Gaskets our competitors number about 200.

We have many competitors for other products in our lines as well as additional thousands of competitors who sell substitute products.

J-M aims to give the customer the utmost in quality in everything we make and everything we do. Quality has become a tradition with the people of J-M—a tradition that is a real source of pride to all who have helped to build it and are helping to maintain it.

We all take pride in knowing that goods shipped from our plants are the best. J-M folks have never been satisfied to make or sell a product that was merely "good enough".

Our technical specialists, production people, and sales people never stop in their search for ways to improve our commodities and services. New and different products are being constantly added to J-M lines through research. Each product improvement, each new product, each new customer helps to make our company that much stronger.

But even the finest of products, the most effective advertising support, and the best engineering are not enough without such personal qualities as courtesy, tactfulness, and consideration for the customer's wants.

Competition today is not restricted to quality of merchandise, or even to price. It extends to service as well. Therefore, the kind of service we give to our customers and how well we make them like doing business with J-M is extremely important. In fact, the closer that our competitors approach us in price and quality, the more vital the matter of service becomes.

As a member of the J-M team you can help to keep orders coming our way, no matter what your job is. You can make sure that every product you turn out, every service you give, or every contact you have with a customer measures up to the top standard of quality and will satisfy the customer.

If we disappoint a customer, he buys from someone else. And that means less for all of us in J-M. The customer is the final inspector of our products, and the final judge of our services. Without his dollars there would be no company—no jobs for anyone.

PRODUCED
JM - 83 47

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/48

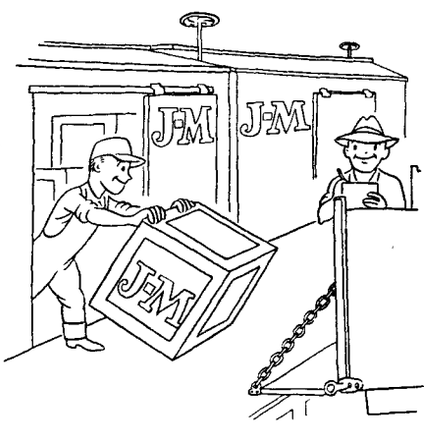
In almost every field of human endeavor a J-M product plays a part in some way.

Like the products, J-M sales outlets are also widely diversified. Building materials are sold through thousands of lumber yards and other dealers, or through the company's application units. Industrial products are supplied to every type of industry. These are some of the industries—

Construction	Chemical	Pulp & Paper
Railroads	Aluminum	Air Conditioning
Copper	Petroleum	Electric & Gas Utilities
Aviation	Shipbuilding	Rubber
Automotive	Foods	Waterworks & Sewage
Atomic Energy		Iron & Steel

People continually bring their problems to J-M. We like this. We like to pool our skills—engineer, researcher, production man, salesman, staff and service worker, clerk and accountant—and come up with the same answer. In this way we keep our company strong and vital by adding new customers and keeping the ones we already have. By our willingness to bring all our efforts to bear in solving their problems, we convince our customers that J-M stands for the best—the best in product and the best in service.

There is an unusual bond between J-M and the public it serves. It is made of the same elements as our friendships—high standard of goods supplied and high personal standards: dependability, understanding and a readiness to go to extraordinary lengths to help out in time of stress. This bond has become stronger and stronger with time.



Absence .
Absenc
Electio
Leave
Military
Activities
Outsid
Within
Address cl
Advancem
Age
Hiring
Retire
Applicants
Age
Health
Marrie
Rehir
Relati
Social
Asbestos
Asbestos
Benefits .
Building
Bulletin
Buying J
Canada,
Celite®

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/49

uct plays a

diversified.
yards and
Industrial
e some of

ing
s Utilities

Sewage

like this.
ion man,
ınd come
ny strong
e already
/ing their
he best—

it serves.
standard
v, under-
lp out in
ith time.

INDEX

Absence 32
Absence without notice 33
Election Board & Jury duty 33
Leave of absence 33
Military leave 34
Activities
Outside 41
Within J-M 12
Address change 35
Advancement 8
Age
Hiring 40
Retirement 18
Applicants
Age 40
Health 40
Married women 40
Rehiring 40
Relatives 40
Social Security number 41
Asbestos 5, 6, 46
Asbestos fibre 44, 46

Benefits 12
Building products 44, 45, 46
Bulletin boards 13
Buying J-M materials 19

Canada, J-M divisions 44, 45
Celite® 7, 44, 45
Changes in records 35
Clubs
Outside 41
Within J-M 12, 19
Collective Bargaining 27
Continuity of service 32
Contributions to charity 38
Correspondence 39
Credited service 18
Creed of Management 53
Customers of J-M 46
Customs in J-M 25, 37

Death 42
Deductions 14, 15, 18, 20, 21, 23
Diatomite 7, 46
Disability 14, 15, 18, 22
Discharge 42
Divisions of J-M 44
Dutch Brand Division 44, 45

Education 11
Election Board service 33
Employment
Age 40
Applicants 40
Permanent 27
Rehiring 40
Relatives 40
Temporary 27

PRODUCED
JM - 83

Johns-Manville, Working Together in J-M, Employee Handbook (1958)
ACL Doc 25196 · Page 50 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/50

Equipment 39
Exempt, nonexempt employees 27
Financial report 13
First Aid 16
Friends recommended 40

Garnishments 38

Handbook 13
Health habits 16
Medical services 16
History of J-M 5, 6, 7
Holidays 15
Hospitalization 23
Hours of work 26
Being on time 34
Record 29

Income tax 20, 36
Industrial products 44, 46
Industrial relations 25
Injury on the job 16
Insurance
Accident & Sickness 15
Automobile 14
Federal old age & survivors 18, 21
Group life 14, 36
Hospitalization 23
Unemployment 23
Workmen's compensation 17
International division 2, 44, 45

Jeffrey mine 6
J-M Clubs 12
Quarter Century Club 19
J-M history 5, 6, 7
J-M organization 6, 43, 44, 45
J-M products 46
Bought by employees 19
Literature 13
Job analysis 30
Job classification
Exempt, nonexempt employees 27
Johns, H. W. 5
Jury duty 33

Lateness 34
Layoff 9, 42
Leave of absence 33
Lost & Found 38
Lunchtime 26

Mail
Company 39
Personal 37
Management Creed 53
Manville family 5
Married women 36, 40
Meal allowance 35
Medical services.....16
First Aid 16
Physical examinations 16

Work
Merit R
Military
Duty
Leave
Mines
News at
NEWS

Officers
Offices,
Opportu
Organiza
Overtime
Owners

Pay ....
Adva
Attac
Befo
Ded
Over
Pay
Rate
Rec
Persona
Personn
Adm
Rec
Physical

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/51

..... 6
.....12
.....19
...5, 6, 7
43, 44, 45
.....46
.....19
.....13
.....30

ees 27
..... 5
.....33

.....34
....9, 42
.....33
.....38
.....26

.....39
.....37
.....53
..... 5
..36, 40
.....35
.....16
.....16
.....16

Workmen's compensation 17
Merit Rating 29
Military
Duty 34
Leave 34
Mines 6, 7, 45

News at plants & offices 13
NEWS PICTORIAL 13

Officers of J-M 43
Offices, major sales 45
Opportunities 8
Organization of J-M 6, 43, 44, 45
Overtime 34
Owners of J-M 6, 43

Pay 30, 31
Advances 31
Attachments 38
Before vacation 17, 31
Deductions 14, 15, 18, 20, 21, 23
Overtime 34
Pay day 30
Rates 31
Records 35
Personal checks 24
Personnel
Administration 25
Records 35
Physical examinations 16

Plants 44, 45
Problems
Personal 24, 38
Related to work 31
Products 13, 19, 46
Progress
Century of J-M 1, 5
Your 8
Promotion 10
Punctuality 34

Quarter Century Club 19
Quit 42

Recommendation, letter of 42
Records & changes 35
Rehiring 40
Relatives 40
Release 42
Relief from your job 26
Report to employees 13
Research 6, 7, 45
Resignation or quit 42
Retirement 18, 22, 23, 36

Safety 36
Salary administration 28
Sales
Agents, foreign 45
Customers 46
Major offices 45

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/52

Products 19, 46
Savings 18, 20
Scheduling work ahead 9
Security 8, 20
Separation procedure 41
Death 42
Discharge 42
Interview 41
Layoff, release 42
Letter of recommendation 42
Resignation or quit 42
Service in J-M 8, 19, 32, 33
Credited 18
Service programs 12
Sickness 16, 32, 33
Smoking 37
Social Security 21
Disability benefits 22
Number 21, 36
Old age & survivors benefits 22
Statement of accounts 23
Unemployment benefits 23
Stockholders of J-M 6, 43
Suggestions 11
Supervisors 32
Supplies 39

Taxes
Income 20, 36
Social Security 21
Telephoning 39
Trademarks 40
Training
On the job 11
Outside 11
Transfer 10

Unemployment insurance 23
Union shop 28

Vacation 17
Visiting other J-M locations 11
Visitors 37

Wage attachments 38
Workmen's compensation 17

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/53

J-M's CREED OF MANAGEMENT

We who are responsible for the management of Johns-Manville in supplying the needs of the public for goods and services and who recognize our obligations to stockholders and employees, believe

THAT we should constantly seek to provide better values at lower costs so that more of our people can enjoy the fruits of our production.

THAT we should strive to develop greater efficiency in our work so as to earn a fair return for our stockholders and provide the highest possible reward for the productivity of our jobholders.

THAT we should stimulate the genius of science and utilize the methods of research to improve our products and to create new ones so as to continuously provide new fields of employment for the present and the coming generations.

THAT Johns-Manville should encourage fair trade practices in business which, whether effected by competition or cooperation, will be so shaped as to be for the best interest of our customers and of society as a whole.

THAT it is our duty to be alert to our own shortcomings, to the need for improvement, and to new requirements of society, while always recognizing the responsibility of our trusteeship.

THAT our business has never been what it could be and never what it yet will be.

THAT Business, Labor, Government and Agriculture working hand in hand can provide jobs and the opportunity for all to work for security without loss of our liberty and rights as free men.

—Lewis H. Brown

Johns-Manville's creed of management was first proposed as a creed of management for all industry by the late Lewis H. Brown, then president of the company, in a speech before the Seventh International Management Congress, at Washington, D. C., Sept. 20, 1938.

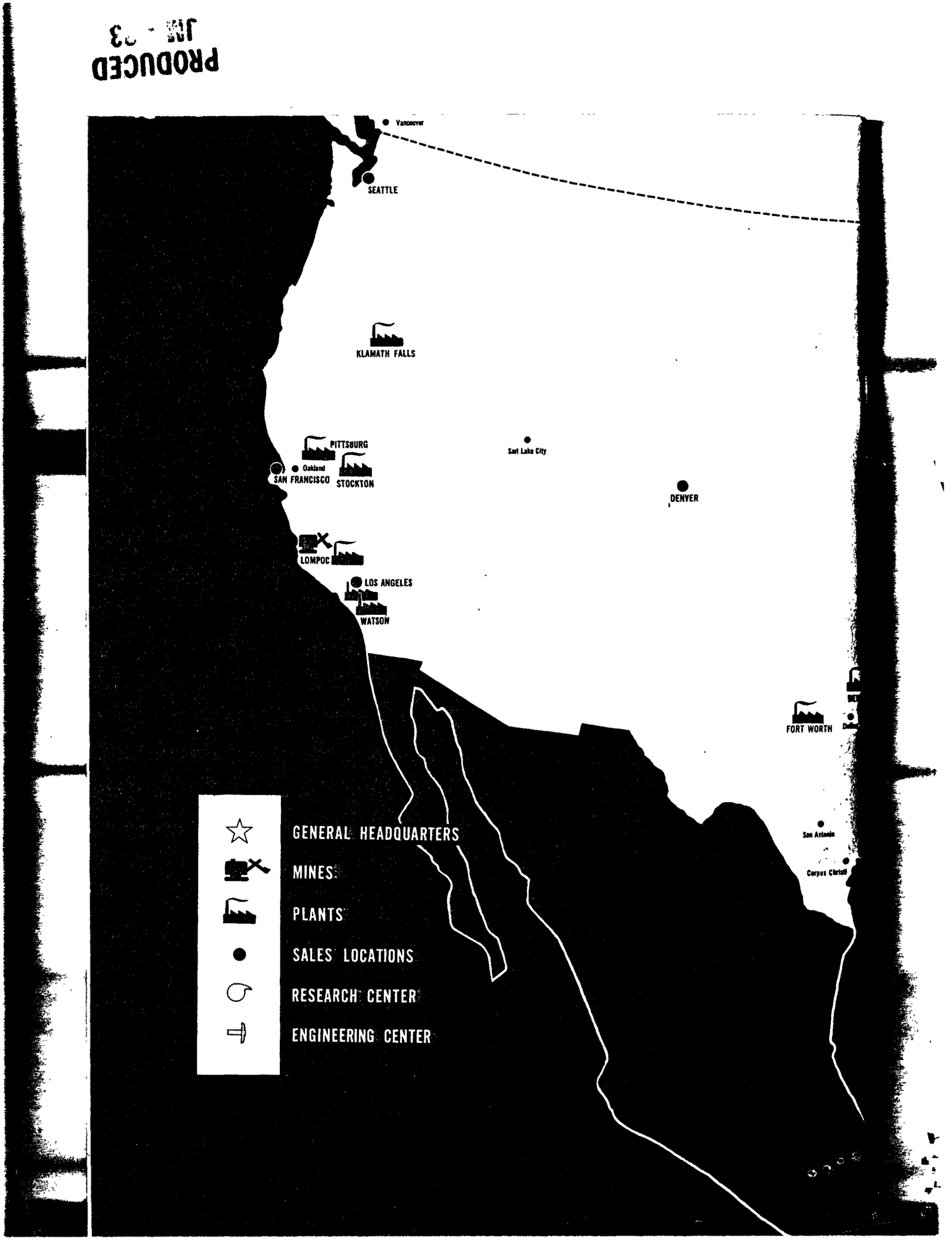
12-57

Printed in U.S.A.

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/54

PRODUCED



Published by AsbestosClaims.Law
asbestosclaims.law/library/25196/55