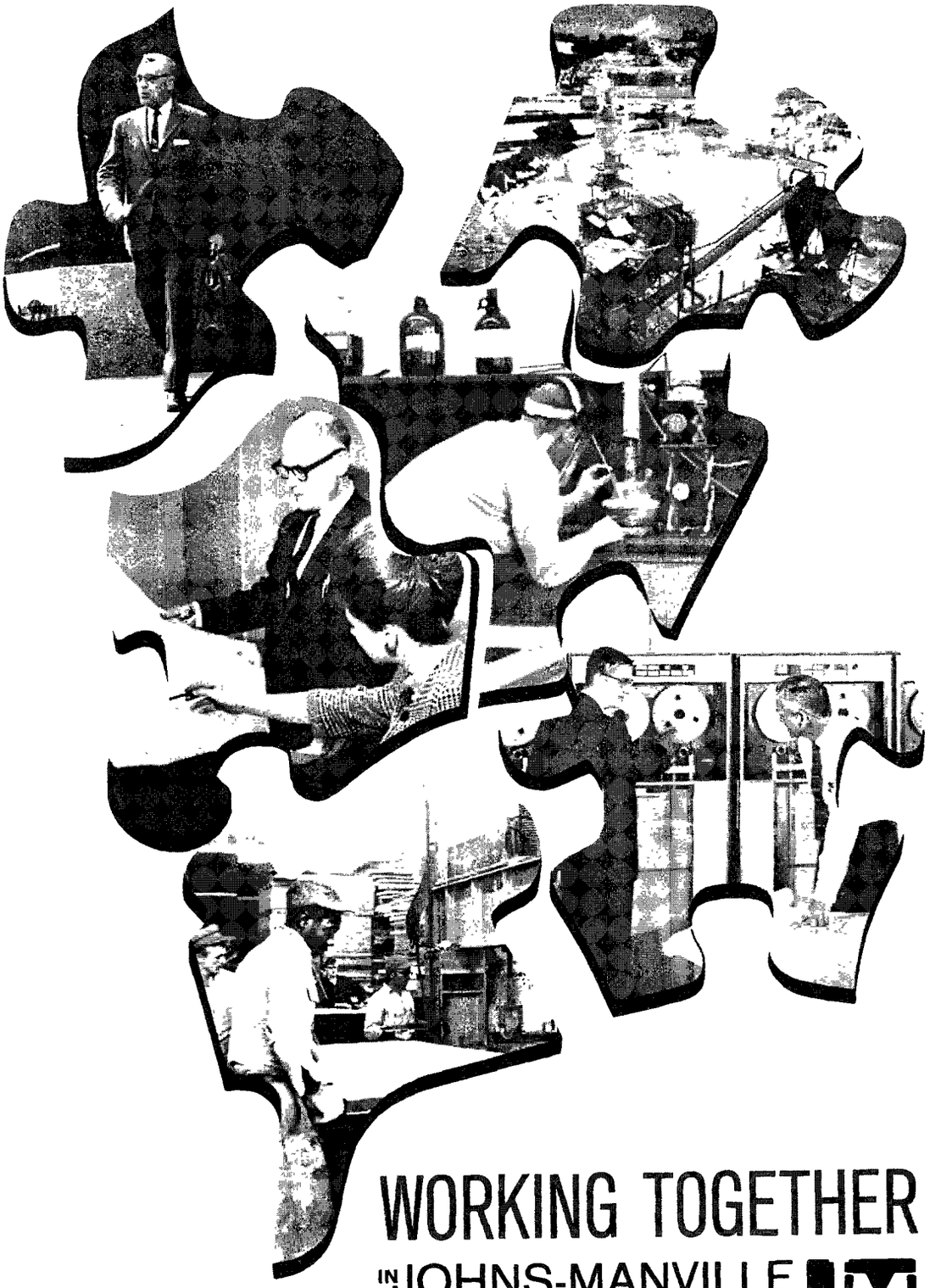


# WORKING TOGETHER IN JOHNS-MANVILLE


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_____

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*This is your company —*

Johns-Manville has a century old tradition of steady growth and leadership in its field.

We have many modern plants and sales offices and we are extending our markets throughout the free world. We control the sources of our principal raw materials. Our extensive research and engineering facilities help make it possible to continuously introduce new products.

We produce thousands of different products for the home, for industry and for the maintenance and development of our national defense. Our company is owned by more than 30,000 people who have entrusted their savings to us. There is no mystery to the widespread acceptance of J-M as a good company for quality products and services, and as a good place to work.

Johns-Manville's progress has been due to the people who have built our company from a lowly basement shop with two men on the payroll to an enlightened, well-integrated, international organization.

It is the experience, the ability, and the loyalty of our people that have formed the keystone of our company's success.

You have joined the J-M team. You have a part to play in our company's future development. We hope you will see and experience the opportunities in our forward-looking company.

Sincerely,

C. B. Burnett

C. B. Burnett
*President*



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 3 of 55
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*A Handbook for the Men and Women of Johns-Manville*

# FOREWORD

THIS BOOK is designed to give you information about your company. 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.

Thousands of men and women like yourself are busy in these communities, 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.

*Vice President for Industrial Relations*



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 4 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/4

# CONTENTS


Foreword ..... 2

History ..... 5

Opportunities ..... 8

Benefits and Services ..... 12

Customs in J-M ..... 26

Products and Customers of J-M ..... 44

Organization of J-M ..... 47

Index ..... 51

J-M Creed of Management ..... 53




*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 5 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/5





*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 6 of 55
Published by AsbestosClaims.Law
**asbestosclaims.law/library/25199/6**




In over a century of progress Johns-Manville has become internationally known as a diversified enterprise serving most 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 500 product lines, 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 in 1858 in a New York City basement. Henry W. Johns, an energetic and imaginative young man, opened a small business for the production and sale of roofing materials. It was called the H. W. Johns Manufacturing Company. Shortly afterward, the fledgling business started to produce and sell asbestos roof coatings and asbestos roofing.

### Johns and Manvilles Pioneered

Sometime after Mr. Johns built his business, the Manville family traveled westward in a wagon train from Wisconsin to pioneer for several years in merchandising and mining enterprises. In 1886,



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 7 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/7

they returned to Milwaukee, where C. B. Manville with his three sons—T. F., C. R., and H. E.—formed the Manville Covering Company. They produced various types of pipe coverings and other insulations, but their line was limited in acceptance because it did not include asbestos.

Meanwhile, Johns had been developing new uses for asbestos and in 1891 he and others organized a merger of leading asbestos companies under the name of H. W. Johns Manufacturing Company. While Johns was broadening markets for his products, the Manvilles were expanding in the midwest. With rapidly changing production methods came a demand for higher temperature insulations. This led to an arrangement by which the Manville Covering Company managed 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. The Manville family assumed full management of the business.

### Largest Asbestos Mine Bought

Expansion was rapid during the next quarter century. 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 world-wide reputation for quality asbestos products.

### Reorganization and Expansion

In 1925, Thomas F. Manville, president, died. Shortly thereafter Thomas (Tommy) F. Manville, Jr., disposed of his inherited holdings to end 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 widespread, public stockholder ownership. Today over 30,000 stockholders in all walks of life own shares in the company.

A new era of intensive research, development and expansion followed the 1927 reorganization. Before that time the company's principal basic raw materials were asbestos fibre, asphalt and cement. Since then wood and mineral fibres, diatomite, fiber glass, rubber,



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ACL Doc 25199 · Page 8 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/8

plastics, perlite and other raw materials have become vital to the widely diversified J-M product line. Fiber glass insulations, insulating board products, Celite® products, Transite® (asbestos-cement) pipe, pressure-sensitive tapes, adhesives, decorative laminates, and polymer plastics are some of a number of important additions to the line since 1927.

This product line expansion has enabled Johns-Manville to meet both 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 advances into its second century, the combined vision, resourcefulness and skill of J-M people is constantly directed toward further, steady development.

### J-M Today

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

The company owns and operates four mines — two asbestos mines in Canada, a major diatomite deposit in California and a perlite deposit in New Mexico. Johns-Manville also maintains large interests in asbestos mines at Coalinga, California and Baie Verte, Newfoundland. In addition there are 59 Johns-Manville plants in the United States and Canada. Sales offices are maintained in principal cities of the United States, Canada and other parts of the world. The extent of the organization is outlined in detail in the latter pages of this booklet.

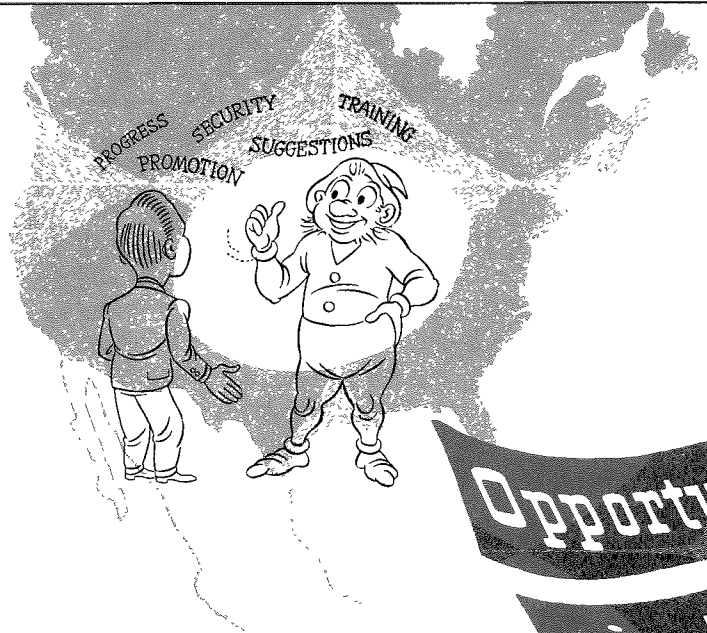
### Example of Enlightened Private Enterprise

J-M is typical of the best in American industry and the American system. By private ingenuity and enterprise it has developed and marketed products that help to create more jobs, to raise our living standard, to make possible development of cheaper and better products by other industries and to further the whole system upon which this country was founded and by which it has prospered.






Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)
ACL Doc 25199 · Page 9 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/9




# Opportunities in J-M

Johns-Manville provides equal employment opportunities to all qualified individuals regardless of race, creed, color, or national origin. We accord equal treatment to all who qualify as employees.

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 company friends, 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 chose you to become a member of the organization. The right endeavor from us both should insure a very pleasant relationship.

Your supervisor knows you want to progress. He provides an opportunity for you to learn the duties of your job. You will find 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 your job and of the company. Actually, the ceiling is unlimited. You can move up about as far and as fast as your performance and potential indicate, and the progress of the company permits.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 10 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/10

# Security

Everyone has his own idea of security. When we talk about job security, we generally mean looking forward to stable employment. This is something which depends largely upon general business conditions. It also depends a lot on every person in the J-M organization.

Each of us helps to build our company security when we work smarter than our competitors. We are working smarter when we turn out more and better products or faster service 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.

# Scheduling Ahead

Every effort is made to arrange production schedules so 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 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 the work force.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 11 of 55
Published by AsbestosClaims.Law
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# Promotion and Transfer

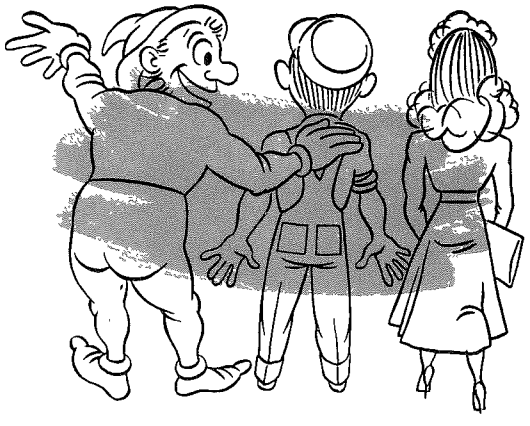
## Promotion

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, as the section on "Training" suggests.

## Transfer

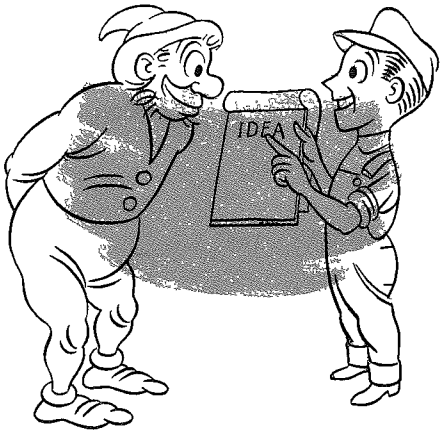
If you are offered a transfer to another location, certain specified expenses of your move are reimbursable. You should include in your appraisal of an offer an understanding of all conditions of the transfer.



If you feel at any time that your occupation in Johns-Manville 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. Ask for his help. He may request that you be considered for transfer, or you may make such a request yourself with his permission.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 12 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/12




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

## Suggestions

Johns-Manville always welcomes constructive ideas for improvement. Whenever you have such an idea, submit it for discussion with your department head.

## Training

Training on the job under capable supervision is always offered to J-M people. In addition, through many training programs at various J-M locations, members of the organization gain opportunity to develop both their general J-M knowledge and their special skills.

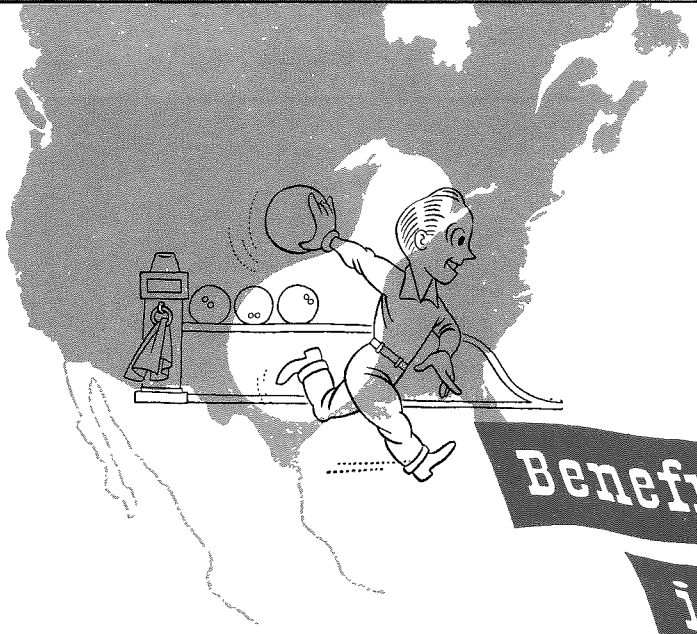
Encouragement and assistance is given to those who wish to prepare for progress in the company through outside study. Your supervisor or the training specialists will gladly describe the opportunities open to you. Be sure to ask them about Johns-Manville's plan for tuition aid.

## 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.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 13 of 55
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asbestosclaims.law/library/25199/13



# Benefits and Services in J-M

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 you have the advantage of financial help in case of sickness or permanent disability, aid in old age, insurance money in case of your death, plus other advantages.

The company pays for some services and helps to pay for others. In some cases, J-M helps by providing clerical assistance or other facilities.

## Activities in J-M

J-M people 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 become better acquainted with others. Membership dues and club rules vary.

People in the Industrial Relations office or your supervisor will be glad to introduce you to a member of any of these groups where you work. Anyone wishing to organize a new activity among J-M people should consult an Industrial Relations representative as to procedure.



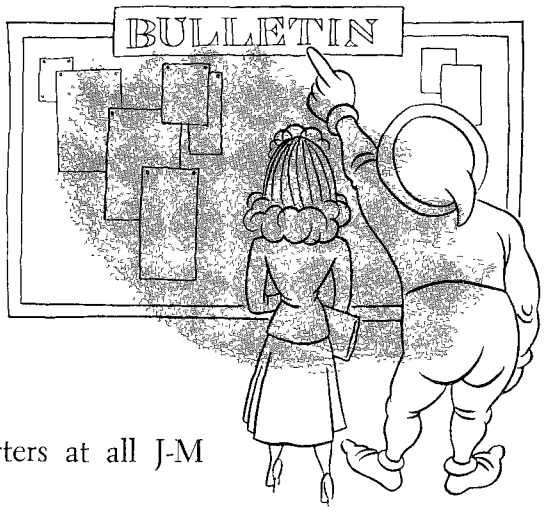
*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 14 of 55
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asbestosclaims.law/library/25199/14

# You Get the News

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

If you wish to post a notice on the company bulletin boards, consult your supervisor or someone in the Industrial Relations office.

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




The J-M NEWS PIC is distributed to all members of the organization in the United States, and other J-MERS in Canada and at international locations. 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 people, who, in addition to their regular duties, gather news from the many offices, plants and mines. NEWS PIC reporters at all J-M locations welcome picture news stories.

Papers carrying news about local J-M activities and people are published at a number of plants, mines and sales offices.

Twice a year, J-M members are informed of our company's financial progress and prospects.

A J-M private teletype network transmits messages throughout the United States and Canada. Important information can be sent to any or all J-M locations in a matter of minutes.

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 Industrial Relations office if it is not distributed generally.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 15 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/15

# Group Life Insurance

You can be insured in the J-M Group Life Insurance Plan after completing three months of continuous service as a permanent member of the organization. This plan is explained fully by your supervisor or by someone in the Industrial Relations office and is outlined in the booklet provided for each employee. It provides two important kinds of protection—financial aid for your beneficiary 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. The premium is fully paid by J-M. As an employee's earnings go up, insurance is increased automatically according to an established scale which is printed in the Group Life Insurance booklet given to each insured employee. There is no reduction in the amount of a person's group insurance if his annual earnings should decrease.

In case of permanent and total 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 any such disability payments.

# Accident and Sickness 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 laws requiring 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 to take effect on the first of the month following date of hire. Medical examination is not required if the application is signed within 31 days of the date of eligibility.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 16 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/16

Normally, benefits begin on the 1st day of a disability caused by accident and on the 8th day when disability is due to sickness.

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 it is necessary that the person be totally disabled. This insurance is suspended during a lay-off or strike.

## Holidays

Holidays generally observed at U.S. locations are New Year's Day, Good Friday, Memorial Day, Labor Day, Thanksgiving Day and Christmas Day. At Canadian locations, those generally observed are New Year's Day, Dominion Day, Labor Day and Christmas. In addition, sectional holidays are observed as determined locally.

On Election Day, registered voters will be allowed time to vote.

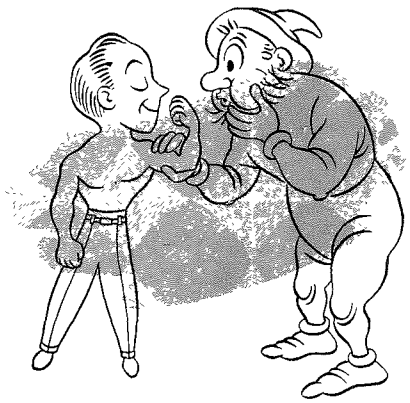



## Health

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.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 17 of 55
Published by AsbestosClaims.Law
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In the J-M Health Program, physical examinations are conducted to recognize defects and present illnesses. Frequent surveys and inspections are made to insure healthful working conditions. Treatment facilities and services are available if injury or illness 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.

*Treatment:* At each J-M location, health services are available for treatment of injuries and illnesses which occur during working hours. These services may be provided by company doctors or nurses in your health department, or by outside doctors at their offices.

If you have any injury while at work, no matter how slight, report to your supervisor immediately and he will see that you receive what-



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 18 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/18

ever care is necessary. Do not delay. 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 conforms with the provisions of the Workmen's Compensation law in each state of the United States and in the Provinces of Canada.

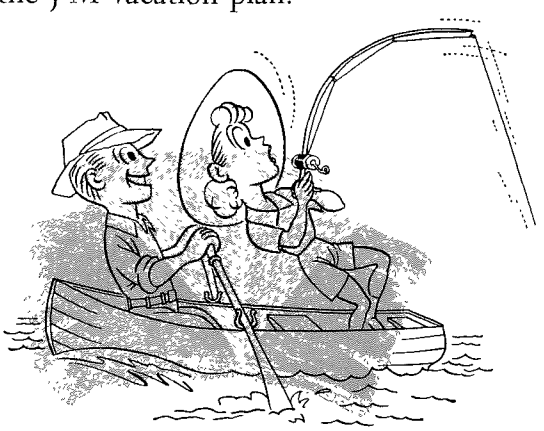
If you have questions concerning Workmen's Compensation benefits, contact your Industrial Relations Department through your supervisor.

## Vacation

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 5 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.



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.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 19 of 55
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# 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 become eligible to join when you have completed 6 months of continuous service. 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 participant. The company's share is usually much more than a participant's share.

Continuing service in J-M is recognized through this plan. If you join the plan, and become disabled so 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 30 years in J-M, or when a member is at least 60 years old, he is eligible for 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



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 20 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/20

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 Industrial Relations office.

## Buying J-M Materials

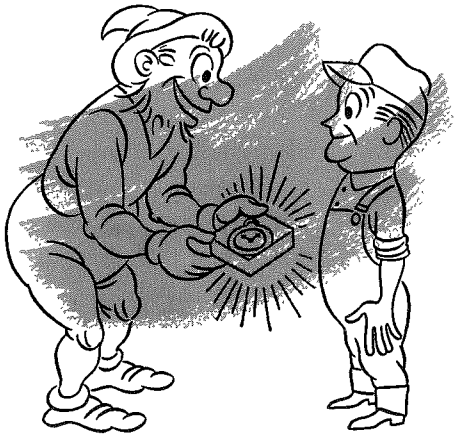
All full-time employees who have at least 6 months service on regular J-M payrolls may purchase J-M products from plants at a discount or from J-M dealers under a reimbursement plan. This service is extended also to members of the J-M retirement plan who are retired or who elect vesting rights under 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.

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





*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 21 of 55
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asbestosclaims.law/library/25199/21

## 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 company 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 Industrial Relations 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. *Whenever there is any reduction* in your exemptions you should obtain a new Employee Withholding Exemption Certificate from the Industrial Relations 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 Records 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.

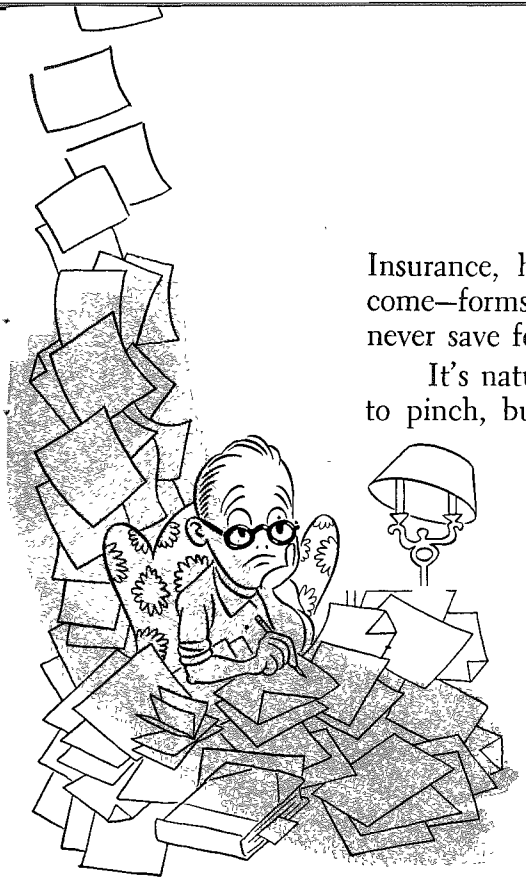
As required by some states and municipalities, income tax due them is deducted and paid to them by the company for the individual's account. Federal tax witholding statements are provided at the end of the year.

## Deductions Really Help

Small amounts set aside from your pay and handled for you by the company enable you to buy protection such as Major Medical



Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)
ACL Doc 25199 · Page 22 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/22



Insurance, 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.

## Social Security

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 the amount employees contribute and J-M pays the same amount to your account.

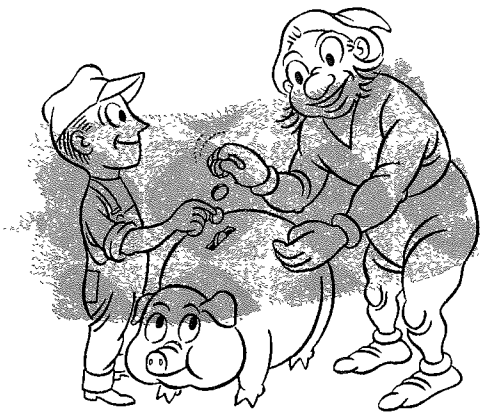
If your deductions for this are more than you owe in a calendar year, you should file a claim for the excess. This is done by indicating the amount of overpayment on your federal income tax form when you file your return for that year. You can request that the excess of social security payment be credited 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.



Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)
ACL Doc 25199 · Page 23 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/23

There are four kinds of benefits —

1. Monthly Retirement Payments to:
   a. Men and women workers who retire at age 62 or later;
   b. A worker's wife or dependent husband at age 62 or later, if worker is receiving retirement payments;
   c. A worker's dependent children under 18, or if disabled prior to 18 regardless of age.



2. Monthly Survivors' Payments to:
   a. A widow at age 62 or over;
   b. A dependent widower age 62 or over;
   c. A worker's dependent children under 18, or if disabled prior to 18 regardless of age;
   d. A widow or dependent divorced wife regardless of age, if she is caring for worker's dependent children;
   e. Dependent parents age 62 or over.
3. Monthly Disability Payments to:

   A worker regardless of age whose disability has lasted at least 6 months, is so severe he cannot work, and is expected to be permanent.
4. Lump Sum Payment 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 on the average monthly pay of the worker. Claim should be filed promptly because the law limits retroactive payments. It is not necessary to pay anyone to obtain benefits. Social Security offices throughout the country provide the forms free and answer all questions.

The Social Security law does not obligate a person to stay retired. At age 72 he may continue to receive benefits and earn any amount of money. If he is under 72 and is employed, he may earn as much as



Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)
ACL Doc 25199 · Page 24 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/24

$1500 a year and still receive all of the 12 monthly checks. If he earns in excess of $1500 a year, some money is withheld from his benefits. However, in any month in which earnings are $125 or less, regardless of the amount of annual earnings, the full amount of Social Security benefit is paid.

*Unemployment Insurance:* This program is operated by each state. Under the federal Social Security Act, the Unemployment Insurance Fund is maintained by the contributions of employers to federal and state governments. J-M pays taxes into the fund to provide for weekly payments to employees who may be laid off. Some states require that employees also contribute through payroll deduction.

An unemployed person may ask at the nearest state unemployment insurance office whether the circumstances of his unemployment entitle him to benefits under the law.

## Travel Insurance

It is the company's policy to cover each employee of J-M at all times while on a company business trip against accidental death, dismemberment or permanent total disability. The amount of coverage is three times the normal annual earnings as determined under our Group Life Insurance, but not less than $25,000. The beneficiary is the same as your J-M group life beneficiary unless you designate another in writing to the Insurance Department in general headquarters.

This coverage begins at the actual start of a trip whether it be from the covered employee's place of employment, his home or other location. Coverage terminates upon return to his home or place of employment, whichever occurs first. Commutation and vacation travel are, of course, excluded from this coverage.

## Hospitalization

A national hospitalization plan was introduced by J-M in 1951. The company offered to pay part of the premium for each employee who joins. The employee pays the remainder of his premium, which is set aside from his pay at regular intervals. The amount of premium depends upon the kind of contract and services each member selects.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 25 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/25

During the first month of employment in J-M, new people on the permanent payroll are notified that they may buy hospitalization and surgical-medical protection through the J-M plan.

Dependent children and a wife or husband may be covered under a family contract. Anyone who has a hospitalization contract when he comes to J-M should inquire as soon as he is employed about the possibility of transferring immediately to the J-M group.

There is a J-M person at each location who serves as enrolling agent to explain details of the plan and to assist people in joining or in filing claim for benefits.

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 administers hospitalization at his location about continuing or transferring his contract.

## Major Medical Insurance

Eligible employees may enroll themselves and their families in this program which provides protection against the unusual large expenses of a major injury or sickness. Hospital, surgical and medical benefits up to $10,000 for any one injury or sickness are covered under the plan which applies to most employees.

This insurance is designed to reimburse you to a large extent for major expenses incurred as a result of non-occupational accident or disease which are in excess of the benefits you receive from your



Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)
ACL Doc 25199 · Page 26 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/26

basic hospital-surgical-medical plan. Benefits are payable for many expenses not covered under the basic plan in effect even though hospital confinement may not be involved.

Through this company group plan favorable rates result which are paid for partly by the eligible employee who takes this coverage and partly by the company. The company administers the program.

## Hearing 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. He may be able to suggest sources of assistance.

## Personal Checks

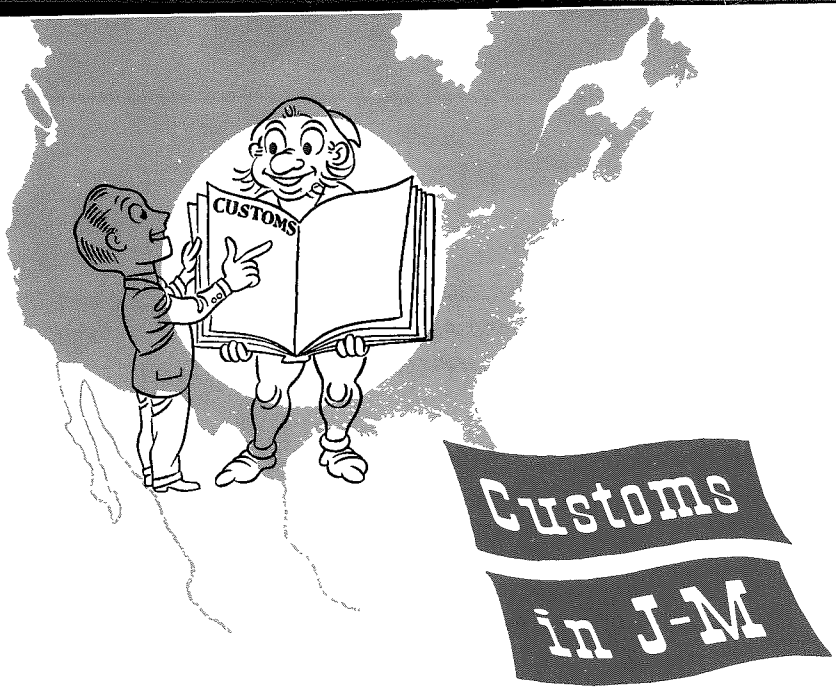
Company cashiers will occasionally cash checks for modest amounts drawn on your personal bank account after obtaining whatever approval is required at each location.

Because of the clerical work and bookkeeping expense involved each of us should arrange our finances so we won't overdo our use of this privilege.





*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 27 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/27




There are certain ways of doing things in J-M which have grown out of years of experience in working together. These 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.

## Industrial Relations

You and your life in J-M are the primary interests of those responsible for 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



Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)
ACL Doc 25199 · Page 28 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/28

fair practice in all our relationships; and to promote friendly cooperation among all groups within J-M.

At plants and at New York offices matters of this sort are conducted by the Industrial Relations Department. At J-M locations where neither of these groups exists the manager is the personnel administrator.

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 proper person in industrial relations 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 our control, 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 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.





*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 29 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/29

# 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.

# 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. These differences are reflected in the amount of money which it is reasonable and fair to pay for each. In this way equitable and nondiscriminatory rates of pay within the company are determined.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 30 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/30

# Pay Rates

J-M makes every effort to assure rates of pay that are equitable both 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, competitors, 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.

# Salary Administration

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 7 or 8 such steps in a bracket. These steps are the basis of merit increases, given as we handle our work more capably.

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.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 31 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/31

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. Similarly, if a person's work does not merit an increase his supervisor will review his performance and suggest ways to improve.

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

## Merit Rating

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.



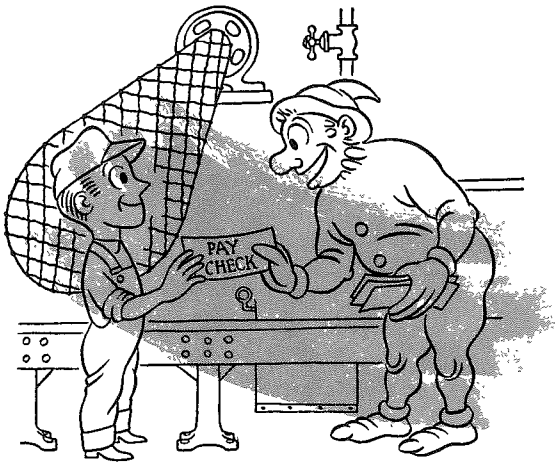
## Record of Hours Worked

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.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 32 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/32

# Your Pay




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



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 33 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/33

# Pay Advances

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

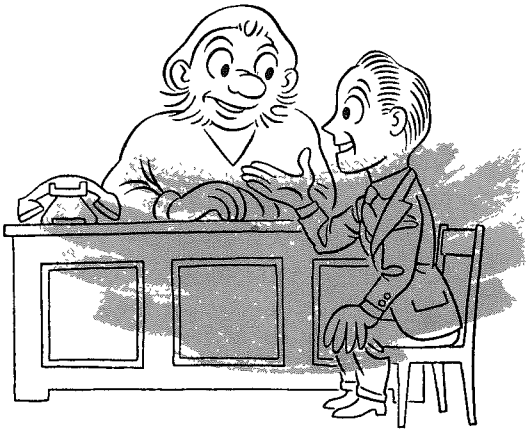
# Problems Related to Your Work

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 free to talk over any problem at any time with your J-M supervisor.





*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 34 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/34

## Supervision

Supervisors are human. Someone 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 activities. He will pass along to you your part of the instructions he receives and will guide you in the performance of all the work 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 provide 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 any point of difference which might come up can be adjusted to mutual satisfaction.

## 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.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 35 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/35



In case an emergency arises in your personal affairs which must be attended to during business hours, discuss with your supervisor the amount of time needed.

Absence from work without leave and without due notice to the company would automatically cancel your J-M service record, including seniority and eligibility for vacation. Participation in employee benefits would also stop.

*Election Board & Jury Duty:* Members of a community have a certain duty to advance the welfare and good government of their locality. For example, serving on Election Board and on the Jury is the obligation of citizens. You are given credit for service in J-M while you are absent for this purpose. If you are called for either, be sure to plan with your supervisor well in advance for covering your work.

## Leave of Absence

J-M makes reasonable arrangements for leave of absence for folks who may be out because of illness, other physical disability, or other involuntary cause. Leave of absence may be requested in conjunction with vacation and may be granted if it can be arranged so the work of your department will not be unduly affected. Service in J-M is not broken by a leave of absence.

Before deciding about a leave, your department head considers your length of J-M service, the value of your work and the work schedule of your department.

If a leave is granted, ask your supervisor or the Industrial Relations office how to arrange for continuation of your J-M benefit plans while you are away.

When an hourly paid employee at a plant wishes a leave of absence for more than one week, his request should be made in writing, setting forth the reasons and should be addressed to his immediate supervisor. Request for a shorter leave need not be written.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 36 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/36

## Military Leave

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

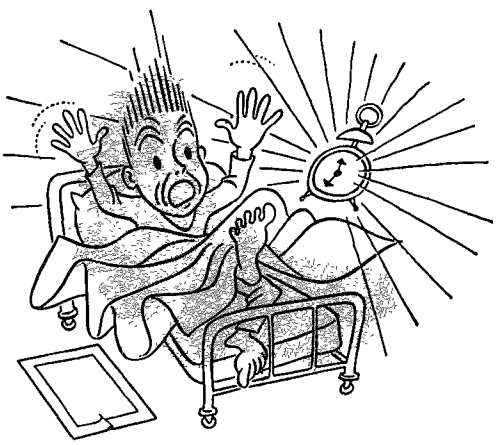
Good business men and women keep their appointments on the dot. Your starting time at J-M is a business appointment. The folks with whom you work count on you to be on time. If an emergency detains you, get word to your supervisor as quickly as possible and explain the circumstances.

## 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.





*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 37 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/37

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.

## Meal 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.

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—

Change in the number of dependents: this affects the amount



Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)
ACL Doc 25199 · Page 38 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/38

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 supervisor or the Industrial Relations 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.

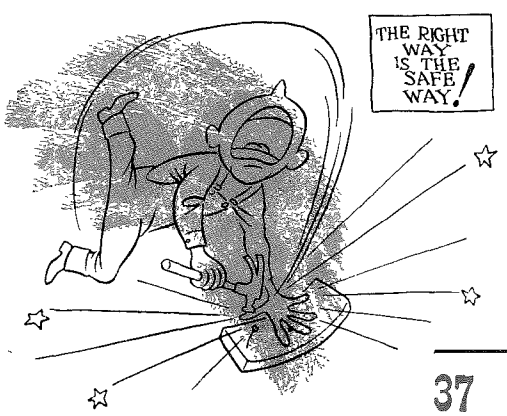
## Safety

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.






Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)
ACL Doc 25199 · Page 39 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/39

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.

## Strictly Personal

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 like to avoid handling personal matters during working hours because that time 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



Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)
ACL Doc 25199 · Page 40 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/40

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.

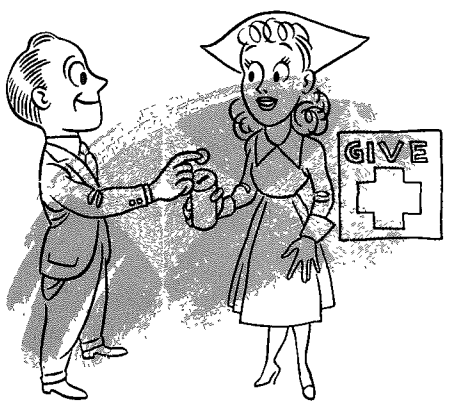
*Garnishments and Wage Attachments:* Occasionally, employees borrow small sums of money or make purchases upon some basis other than for cash. In connection with such loans or purchases it is sometimes necessary for them to agree that, if payments are not kept up, the balance due may be taken out of 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 by law 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.

*Gambling:* It is a general rule at all locations that lotteries, raffles, pools, punch boards, drawings or gambling in any form on company premises is prohibited.

## Contributions to Charity

Various charitable organizations ask J-M to let employees have an opportunity to contribute to their funds. Requests from organizations such as 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






Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)
ACL Doc 25199 · Page 41 of 55
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## Telephoning

When answering the company telephones, it is customary to acknowledge the call by giving the name of the person whose telephone you answer. Every telephone conversation 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 people.

When making an outside call, follow the instructions your supervisor will give you for placing local, toll, or long distance calls. Normally, personal calls, either local or toll, should be made from a public telephone. If on occasion there is reason for placing such a toll call from a company phone, dial the J-M operator and tell her your name and department and that the call is personal. She will place the call for you and you will receive an invoice for 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.

## Supplies and Equipment

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.

## Correspondence

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, as do telephone contacts, to develop steadfast friends



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 42 of 55
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asbestosclaims.law/library/25199/42

for Johns-Manville. Letter writing is a subject to be studied continuously with the constant aim of improving our communications. It is so important that the company has developed a training program which your office may offer from time to time.

## 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.

## Friends and Relatives

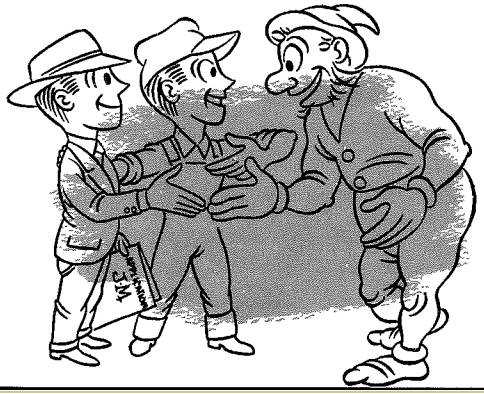
Any people whom you recommend to J-M will be welcomed for interview and consideration when suitable jobs are open. They must, of course, meet the same qualifications and be considered in the same manner as any other applicant. It is preferable that an employee not work under the direct supervision of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

## Pointers for an Applicant

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.

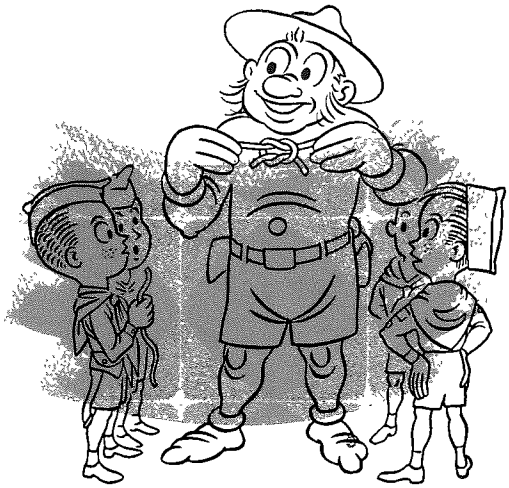
*Health:* Good physical condition, and a willingness to maintain sound health are important qualifications for employment.



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



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 43 of 55
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*Social Security Number:* Every J-M employee needs one. The same number is used throughout our working lives when we have employment covered by the Social Security Act. The nearest social security office will issue a card bearing this number, or will issue a duplicate card if you lose or wear out the original.

## Outside Activities

The friendliness and the interests of J-M people are not limited to activities within the company. Many take part in worthy civic, educational, religious, social and welfare enterprises in the localities where they live. While sharing their talents, they broaden their own acquaintance with people and organizations and develop leadership qualities. The company is keenly aware of its social responsibility in community affairs and it endeavors to encourage those undertakings which are for the common good.

Sometimes J-M people are invited to serve on outside technical committees. Before accepting such an invitation you should obtain, through your department head, approval of the senior officer or division general manager in charge of your department.

## Separation Procedure

Of course, we hope you will be with J-M until you retire. But if circumstances require that we part company, your department head will fill out a form which guides the smooth settlement of your affairs at J-M. Certain matters which were arranged within your department, such as travel advance, possession of company property, and other obligations to J-M, should be concluded with your supervisor.

*Separation Interview:* Settling your participation in group life insurance, retirement, hospitalization and other company plans and services is made clear in the separation interview which is held with a representative of the Industrial Relations office (with your department head if there is no Industrial Relations office where you work). Another purpose of this talk is to invite your comment on conditions of employment in J-M—good or bad—based on your own experience.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 44 of 55
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*Outside Inquiries About Your Work:* In reply to written inquiries about you directed to the Industrial Relations office, J-M will confirm your length of service, type of position held and duties performed. Statements regarding the quality of your work can be made truthfully only by a manager who has observed it; therefore, your supervisor may, on your request, furnish them.

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 your relatives know the name of your supervisor so 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.

*Release:* It might be necessary at times to release a person who does not fulfill the requirements of the job and for whom no suitable work is available. Advance notice of 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 Industrial Relations Manager to describe other J-M job opportunities for which you may qualify. You might find just the chance you want here. This would protect your participation in J-M benefit programs and the other advantages related to seniority and long employment.

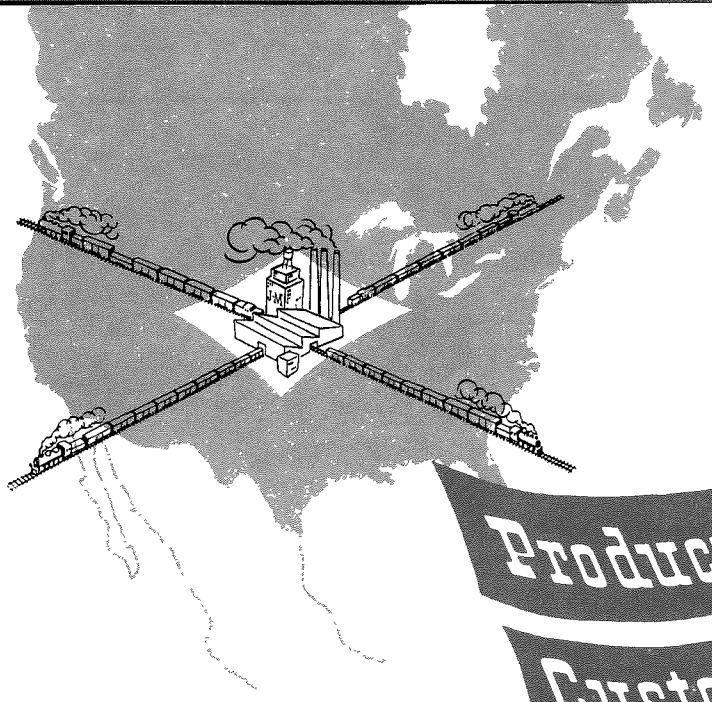
If, however, you finally decide you must leave J-M, please tell your department head as early as you can. Although normally a minimum of two weeks is considered reasonable advance notice, J-M appreciates the cooperation of an employee who gives notice much earlier, if possible, so provision can be made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

*Layoff:* Although the company tries to plan for steady employment, adverse business conditions could necessitate layoff of some people. Advance notice will be given whenever possible, and a full explanation made.

People on layoff will be put on a recall list and given preference for reemployment when business conditions permit. The last person to be laid off is the first one recalled, provided he is qualified for the job available. The medical department must pass any person returning to work after layoff.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 45 of 55
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# Products and Customers

J-M's more than 500 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
Aluminum Siding
Asbestos Boards
Asbestos Felts
Asbestos Fibre
Asbestos Paper
Asbestos Shingles and Sidings
Asbestos Textiles
Asphalt Roofings and Other Asphalt Products
Automotive and Industrial Brake Linings and Other Friction Materials
Celite® (Diatomite) Insulations, Filter Aids, Fillers and Synthetic Silicates
Corrulux® Fiber Glass Reinforced Plastic Panels
Electrical Insulations
Fiber Glass Textiles
Floor Tile—Vinyl Asbestos and Asphalt
Gypsum Wallboard and Plaster
Home Insulations
Industrial Fiber Glass and Mineral Wool Insulations
Industrial Insulations—High and Low Temperature
Insulating Board
Insulating Fire Brick
Insulating and Refractory Cements
Movable Asbestos Walls
Packings and Gaskets
Perlite Insulations, Fillers and Filter Aids
Plastic Laminates
Rubber Products
Tapes—Cloth, Plastic and Paper
Transite® (Asbestos-Cement) and Plastic Pipes



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 46 of 55
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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 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.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 47 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/47

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.

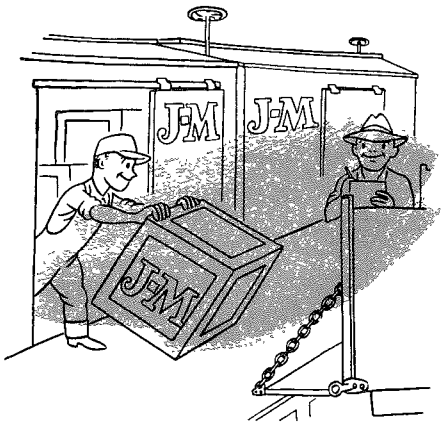
In almost every field of human endeavor a J-M product plays a part in some way.

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 | Electronics | Iron & Steel |
| Plastics | Textile | Rocket & Space Vehicles |

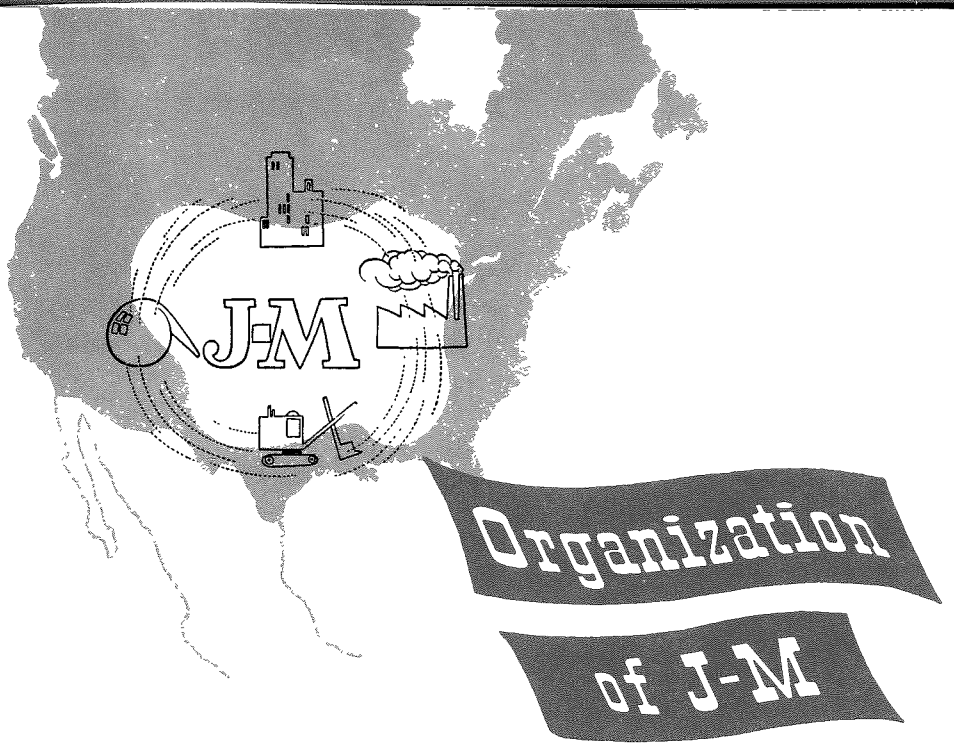
People continually bring their problems to J-M. We like this. We like to pool our skills—engineer, researcher, production man, salesman, staff and service worker, clerk and accountant—and come up with the same answer. In this way we keep our company strong and vital by adding new customers and keeping 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.






*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 48 of 55
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# Organization of J-M

Johns-Manville is owned by over 30,000 stockholders whose money goes into the buildings, machinery, and equipment which enable J-M to provide jobs and make many kinds of useful products. These stockholders are located in all 50 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 per cent of the company.

Other stockholders include insurance companies, investment groups, universities and other institutions. 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. J-M's Board consists of a group of usually about a dozen 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 president is chief executive officer of the company. He is responsible to the Board of Directors for all aspects of the administration of the company.

The operations of the company are organized by divisions. Typically, each division operates somewhat like a separate business enterprise, having an assigned group of products which it manufactures and sells. Thus, a division usually has its own plants and its own sales



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 49 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/49

organization, and it is responsible for its own profits. Each division is under the supervision of a division general manager who reports to the president (or to a senior operating vice president who, in turn, reports to the president).

To assist him in coordinating the activities of the company, the president has a staff of specialists who provide certain services, or who assist the president in planning and in observing the various activities.

The simplified chart below, shows in a general way how the company is organized:

The operating divisions and their main activities are listed below. Unless otherwise stated, a division operates in the United States.

ASBESTOS FIBRE
Mines and sells asbestos fibre in U.S. and Canada.

BUILDING PRODUCTS
Manufactures and sells products and services used in building construction.

CANADIAN PRODUCTS
Manufactures and sells J-M's line of products in Canada.

CELITE
Mines and sells products made from diatomite and perlite.

DUTCH BRAND
Manufactures and sells electrical tapes, industrial tapes and rubber products.

FIBER GLASS
Manufactures and sells fiber glass products.

FLOORING
Manufactures and sells flooring products.

INDUSTRIAL INSULATIONS
Manufactures and sells insulation products for industry, and related services.

INTERNATIONAL
Sells J-M products and conducts J-M's business outside of U.S. and Canada.

MELAMITE
Manufactures and sells complete line of high pressure decorative laminates.

PACKINGS AND FRICTION MATERIALS
Manufactures and sells packings, gaskets, friction materials, textiles and related products.

PIPE
Manufactures and sells Transite asbestos-cement pipe and plastic pipe, and related products.

In order that employees may understand how J-M operates and know who does what, the company publishes an Organizational Manual. This manual defines the principal jobs and the relationships between them. Copies of the manual are available for reference in the offices of managers at most locations.



Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)
ACL Doc 25199 · Page 50 of 55
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PLANTS

ASBESTOS FIBRE DIVISION
(Mines & Mills)
Asbestos, Que., Can.
Baie Verte, Nfld.
Coalinga, Calif.
Munro, Ont., Can.

BUILDING PRODUCTS DIVISION
Alexandria, Ind.
Avery, Ohio
Cleveland, Ohio
Fort Worth, Texas
Houston, Texas
Jarratt, Va.
Los Angeles, Calif.
Madison, Ill.
Manville, N. J.
Marrero, La.
Natchez, Miss.
New Orleans, La.
Pittsburg, Calif.
Rockdale, Ill.
Savannah, Ga.
Waukegan, Ill.

CANADIAN PRODUCTS DIVISION
Asbestos, Que.
North Bay, Ont.
Toronto, Ont.

CELITE DIVISION
Antonito, Colo.
Joliet, Ill.
Lompoc, Calif. (Diatomite Mine & Mill)
No Agua, New Mexico (Perlite Mine & Mill)

DUTCH BRAND DIVISION
Chicago, Ill.
Tilton, N. H.

FIBER GLASS DIVISION
Cleburne, Texas
Corona, Calif.
Defiance, Ohio
Carpenter Road
Perry Street
Columbus Avenue
Parkersburg, W. Va.
Penbryn, N. J.
Waterville, Ohio

FLOORING DIVISION
Chillicothe, Ohio
Hayward, Calif.
Manville, N. J.
Marrero, La.
Waukegan, Ill.

INDUSTRIAL INSULATION DIVISION
Billerica, Mass.
Long Beach, Calif.
Manville, N. J.
Nashua, N. H.
Richmond, Ind.
Waukegan, Ill.
Zelienople, Pa.

INTERNATIONAL DIVISION
Bellegarde, France
Ghent, Belgium
Hull, England
Mexico City, Mexico
Milan, Italy
Mol, Belgium
St. Marcellin, France
Wissembourg, France

MELAMITE DIVISION
Lawrence, Mass.

PACKINGS & FRICTION MATERIALS DIVISION
Laurinburg, N. C.
Manville, N. J.
Marshville, N. C.
North Brunswick, N. J.
Waukegan, Ill.

PIPE DIVISION
Denison, Texas
Franklin, Pa.
Green Cove Springs, Fla.
Long Beach, Calif.
Manville, N. J.
Marrero, La.
Stockton, Calif.
Waukegan, Ill.

DATA PROCESSING CENTERS
Manville, N. J.
Toledo, Ohio
Waukegan, Ill.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 51 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/51

## GENERAL PLANT ENGINEERING

Manville, N. J.

## RESEARCH CENTER

Manville, N. J.

## TECHNICAL CENTER

Waterville, Ohio

## REGIONAL AND DISTRICT SALES LOCATIONS

Atlanta, Ga.
Boston, Mass.
Charlotte, N. C.
Chicago, Ill.
Chillicothe, Ohio
Cincinnati, Ohio
Cleveland, Ohio
Denver, Colo.
Detroit, Mich.
Houston, Texas
Indianapolis, Ind.
Jacksonville, Fla.
Long Beach, Calif.
Los Angeles, Calif.
Manville, N. J.
Marrero, La.
Milwaukee, Wisc.
Minneapolis, Minn.
Montreal, Canada
New Orleans, La.
New York, N. Y.
Philadelphia, Pa.
Pittsburgh, Pa.
Richmond, Va.
San Francisco, Calif.
St. Louis, Mo.
Seattle, Wash.
Stockton, Calif.
Toledo, Ohio
Toronto, Canada
Vancouver, Canada
Washington, D.C.
Waukegan, Ill.
Winnipeg, Canada

## FOREIGN SALES OFFICES

Beirut, Lebanon
Buenos Aires, Argentina
Ghent, Belgium
Goteborg, Sweden
Hong Kong
Johannesburg, S. Africa
Lagos, Nigeria
Lima, Peru
London, England
Madrid, Spain
Mexico City, Mexico
Milan, Italy
Mol-Donck, Belgium
Nairobi, Kenya
Panama City, Panama
Paris, France
San Juan, Puerto Rico
Sao Paulo, Brazil
Wiesbaden, Germany

## FOREIGN SALES AGENTS

More than 300 sales agents are located in other foreign countries.



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 52 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/52

# INDEX


Absence ..... 33
  Absence without notice ..... 34
  Election Board & Jury duty ..... 34
  Leave of absence ..... 34
  Military leave ..... 35
Activities
  Outside ..... 42
  Within J-M ..... 12
Address change ..... 36
Advancement ..... 8
Age
  Hiring ..... 41
  Retirement ..... 18
Applicants
  Age ..... 41
  Health ..... 41
  Rehiring ..... 41
  Relatives ..... 41
  Social Security number ..... 42
Asbestos ..... 5, 6, 44
Asbestos fibre ..... 44, 48

Benefits and Services ..... 12
Building products ..... 44, 46, 48
Bulletin boards ..... 13
Buying J-M materials ..... 19

Canada, J-M divisions ..... 48, 49
Celite® ..... 7, 48, 49
Changes in records ..... 36
Clubs
  Outside ..... 42
  Within J-M ..... 12, 19
Continuity of service ..... 33
Contributions to charity ..... 39
Correspondence ..... 40
Credited service ..... 18
Customers of J-M ..... 44
Customs in J-M ..... 26, 38

Death ..... 43
Deductions ..... 14, 15, 18, 20, 21, 23
Diatomite ..... 7, 44
Disability ..... 14, 18, 22
Discharge ..... 43
Divisions of J-M ..... 48
Dutch Brand Division ..... 48, 49

Education ..... 11
Election Board service ..... 34
Employment
  Age ..... 41
  Applicants ..... 41
  Permanent ..... 28
  Rehiring ..... 41
  Relatives ..... 41
  Temporary ..... 28
Equipment ..... 40

Financial report ..... 13
First Aid ..... 16
Friends recommended ..... 41

Gambling ..... 39
Garnishments ..... 39

Handbook ..... 13
Health habits ..... 15
  Medical services ..... 16
History of J-M ..... 5, 6, 7
Holidays ..... 15
Hospitalization ..... 23
Hours of work ..... 27
  Being on time ..... 35
  Record ..... 30

Income tax ..... 20, 36
Industrial products ..... 44, 48
Industrial relations ..... 26
Injury on the job ..... 16
Insurance
  Accident & Sickness ..... 14
  Federal old age & survivors ..... 18, 22
  Group life ..... 14, 37
  Hospitalization ..... 23
  Major Medical ..... 24
  Travel ..... 23
  Unemployment ..... 23
  Workmen's compensation ..... 17
International division ..... 48, 49

Jeffrey mine ..... 6
J-M Clubs ..... 12
  Quarter Century Club ..... 19
J-M History ..... 5, 6, 7
J-M organization ..... 6, 47, 48, 49, 50
J-M products ..... 44
  Bought by employees ..... 19
  Literature ..... 13
Job analysis ..... 28
Johns, H. W. ..... 5
Jury duty ..... 34

Lateness ..... 35
Layoff ..... 43
Leave of absence ..... 34
Lost & Found ..... 39

Mail
  Company ..... 40
  Personal ..... 38




*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 53 of 55
Published by AsbestosClaims.Law
asbestosclaims.law/library/25199/53

Major Medical ..... 24
Manville family ..... 5
Married women ..... 36
Meal allowance ..... 36
Medical services ..... 16
First Aid ..... 16
Physical examinations ..... 16
Workmen's compensation ..... 17
Merit Rating ..... 30
Military
Duty ..... 35
Leave ..... 35
Mines ..... 6, 7, 49

News at plants & offices ..... 13
NEWS PICTORIAL ..... 13

Officers of J-M ..... 47
Offices, major sales ..... 50
Opportunities ..... 8
Organization of J-M .... 6, 47, 48, 49, 50
Outside Inquiries ..... 43
Overtime ..... 35
Owners of J-M ..... 6, 47

Pay ..... 31, 32
Advances ..... 32
Attachments ..... 39
Before vacation ..... 17, 32
Deductions .... 14, 15, 18, 20, 21, 23
Overtime ..... 35
Pay day ..... 31
Rates ..... 29
Records ..... 36
Personal checks ..... 25
Personnel
Administration ..... 26
Records ..... 36
Physical examinations ..... 16
Plants ..... 49
Problems
Personal ..... 25, 39
Related to work ..... 32
Products ..... 13, 19, 44
Progress
J-M ..... 5
Your ..... 8
Promotion ..... 10
Punctuality ..... 35

Quarter Century Club ..... 19
Quit ..... 43

Records & changes ..... 36
Rehiring ..... 41
Relatives ..... 41
Release ..... 43
Relief from your job ..... 27
Report to employees ..... 13
Research ..... 6, 7, 50
Resignation or quit ..... 43
Retirement ..... 18, 22, 23, 37

Safety ..... 37
Salary administration ..... 29
Sales
Agents, foreign ..... 50
Customers ..... 44
Major offices ..... 50
Products ..... 19, 44
Savings ..... 18, 20
Scheduling work ahead ..... 9
Security ..... 9
Separation procedure ..... 42
Death ..... 43
Discharge ..... 43
Interview ..... 42
Layoff, release ..... 43
Outside Inquiries ..... 43
Resignation or quit ..... 43
Service in J-M ..... 8, 19, 33, 34
Credited ..... 18
Service programs ..... 12
Sickness ..... 15, 33, 34
Smoking ..... 38
Social Security ..... 21
Disability benefits ..... 22
Number ..... 21, 37
Old age & survivors benefits ..... 22
Statement of accounts ..... 23
Unemployment benefits ..... 23
Stockholders of J-M ..... 6, 47
Suggestions ..... 11
Supervisors ..... 33
Supplies ..... 40

Taxes
Income ..... 20, 36
Social Security ..... 21
Telephoning ..... 40
Trademarks ..... 41
Training
On the job ..... 11
Outside ..... 11
Transfer ..... 10

Unemployment insurance ..... 23

Vacation ..... 17
Visiting other J-M locations ..... 11
Visitors ..... 38

Wage attachments ..... 39
Workmen's compensation ..... 17



*Johns-Manville, Working Together in Johns-Manville, Employee Handbook (1965)*
ACL Doc 25199 · Page 54 of 55
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# 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 affected 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*

9-65

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