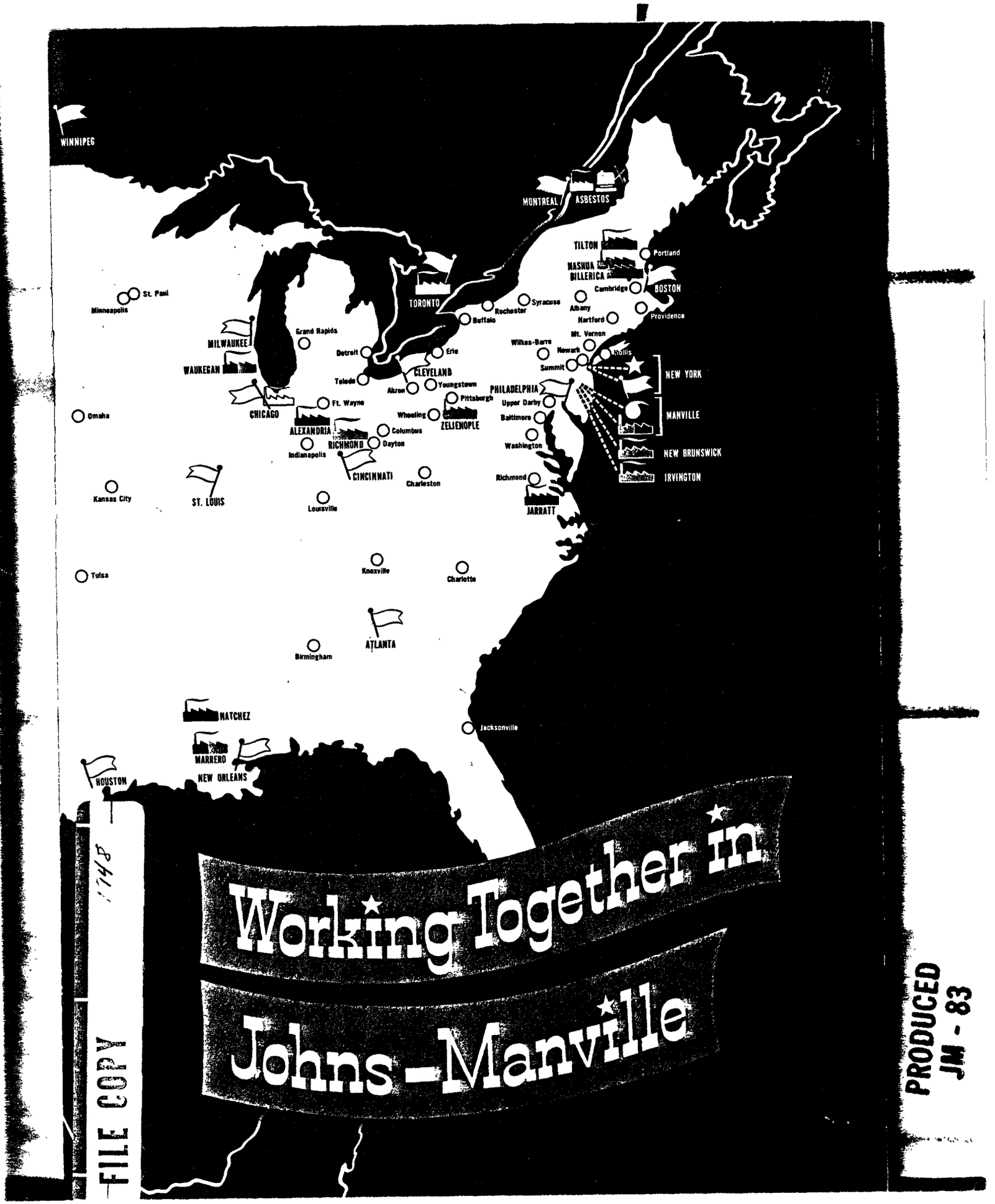


Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/1

This book is the property of

_____

Department _____

Division _____

J-M Location _____

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/2

To All Members of the J-M Organization:

Johns-Manville has grown considerably in size and prestige since its beginning in 1858 with two men on the payroll.

We have many well-equipped plants and a modern Research Center. Our asbestos and Celite mines, the sources of two of our main raw materials, are the largest of their kind in the world. We have sales offices in principal cities.

But more important, by far, than any of these physical assets are the fine men and women of Johns-Manville.

Should physical disaster ever strike Johns-Manville and tear down in a short time what it has taken years to build in the way of plants and equipment, these could be rebuilt in a relatively short space of time.

But if, for some reason or other, our men and women should be wiped out, Johns-Manville would have to go out of business. Their experience, ability and loyalty are the keystone of our success.

Because we have such an excellent team we can view the future with confidence and can plan for the company's continued growth.

Through growth we are able to provide even greater opportunities for those in our organization who have the desire and ability to advance themselves.

Sincerely,



President



Chairman of the Board

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/3

A Handbook for the

Men and Women of Johns-Manville

FOREWORD

THIS BOOK is designed to give you information about your company. In case you have been with J-M for a long time, you will recognize much that you already know. Before you read it, spread out the map on the cover. Plants, mines, and sales operations dot the United States and Canada, and reach out through the activities of the International Division to carry Johns-Manville products to other countries of the world.

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

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

Whatever questions you have about J-M which aren't answered here should be asked freely of your supervisor or of the people who conduct personnel services.

This book is your own, to show to your family, and especially to keep near you for reference. Your comments on it will be welcomed.

Larry Hart

Vice President for Relationships

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/4

CONTENTS

Foreword 2

History 5

Opportunities 7

Services 10

Customs in J-M 20

Organization of J-M 34

Products and Customers of J-M 37

Index 39

Supplement ..... insert

J-M Creed of Management 41

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/5



asbes
can i

desig
prote
both

ago,
asphi
throu
prodi
ceme

comp
Man
whic
ested
turin
John

PRODUCED
JM - 83

Johns-Manville, Working Together in Johns-Manville, Employee Handbook (c. 1948)
ACL Doc 25200 · Page 6 of 44
Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/6



History of J-M

To many people Johns-Manville suggests building materials or asbestos. But few persons realize that J-M serves all important American industries in many ways.

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

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

In 1891 Mr. Johns and others organized a merger of the leading companies in the asbestos trade under the name of H. W. Johns Manufacturing Company. Then, in 1901, the Manville Covering Co., which was founded in Milwaukee in 1886 and which was also interested in asbestos products, merged with the H. W. Johns Manufacturing Company to become the other half of what is now known as Johns-Manville.

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/7

The new firm was called the H. W. Johns-Manville Company and was known by that name until 1920 when the name was changed to Johns-Manville, Incorporated. In 1925, Thomas F. Manville, president, died. Shortly thereafter Thomas (Tommy) F. Manville, Jr., disposed of the large holdings which he had inherited from his father, at the same time ending all connections with the company. In 1927 the company was reorganized and became Johns-Manville Corporation. It was at this time that the company changed from a privately-owned organization to one of widespread ownership. Today, Johns-Manville is owned by more than 11,000 stockholders who come from all walks of life.

One of the most important changes following the reorganization in 1927 was the launching of an intensive research, development and expansion program. This program has enabled Johns-Manville to meet the constantly changing tastes of the public and the new developments in industry. New and improved products that have resulted from this program now account for more than half the sales of J-M's products and, with few exceptions, the products accounting for the remainder of sales have been improved in one way or another through research.

Thus, in its 90 years of existence J-M has grown from a small basement shop with two employees to an organization employing about 19,000 with 20 plant and mine locations and sales offices in the principal cities of the United States, Canada and other sections of the world.



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

PRODUCED
JM - 83

Johns-Manville, Working Together in Johns-Manville, Employee Handbook (c. 1948)
ACL Doc 25200 · Page 8 of 44
Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/8



Opportunities in J-M

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

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

Your Own Progress

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

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

Security

Everyone has his own definition of security. Generally, we all

PRODUCED
JM - 83
7

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/9

mean looking forward to stable employment. This is something which depends in a large measure upon general economic conditions. It depends also upon each of us, upon our flexibility, upon our interest in the development of our company, and our foresight in working for its stability.

Scheduling Ahead

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

Promotion & Transfer

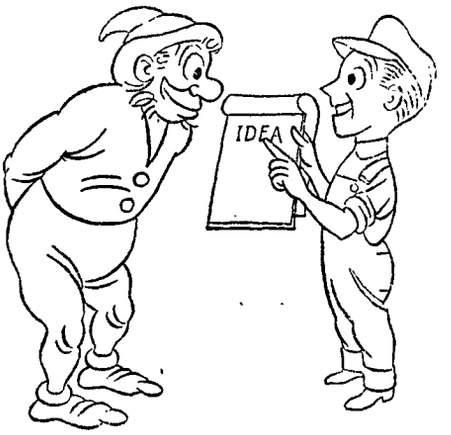
It is well to understand the different meanings of these words. For example, when you step into a different job for which a higher rate of pay is established, you are promoted. Under some circumstances increased pay is given at the time of promotion. Under other circumstances a trial period is set during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

Promotion: J-M prefers to fill from within the company vacancies which offer promotion. Candidates for promotion are selected for their skill, capacity for added responsibility, past performance, background, t r a i n i n g, 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 specialists, and be sure to tell your supervisor and the employment manager when courses are completed.



PRODUCED
JM - 83

Johns-Manville, Working Together in Johns-Manville, Employee Handbook (c. 1948)
ACL Doc 25200 · Page 10 of 44
Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/10



Transfer: If you feel at any time that your occupation in J-M does not fully utilize your capacity, or if you are genuinely interested in changing your field of work, tell your supervisor about your aims and qualifications and ask his help. He may request that you be considered for transfer, or you may make the request yourself with your supervisor's permission.

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

Suggestions

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

Training

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

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 personnel services if a visit can be arranged.

PRODUCED
JM - 83

Johns-Manville, Working Together in Johns-Manville, Employee Handbook (c. 1948)
ACL Doc 25200 · Page 11 of 44
Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/11



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

The company helps to pay for some services. For other services we employees pay the actual bill (which is generally much less than we would pay individually), and J-M helps by providing all the clerical work.

Activities in J-M

J-M folks get together in informal groups, or in regularly organized clubs which conduct social, athletic, educational and welfare activities. There are picnic groups, luncheon clubs, bowling, softball and camera clubs, J-M clubs, amateur theatrical and musical groups which enable us to pursue a hobby and to get acquainted with others in J-M. Membership dues and club rules vary.

Industrial Relations or personnel services people 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 J-M activity should consult a personnel services representative as to procedure.

PRODUCED
JM - 83

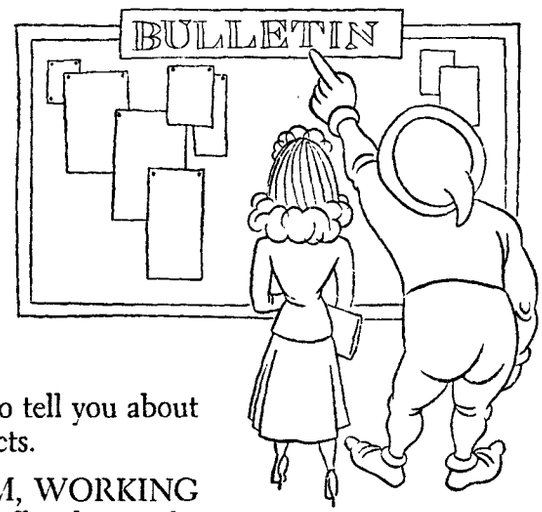
Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/12

You Get the News

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

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

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



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

A Report to Employees is issued yearly to tell you about our company's financial progress and prospects.

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

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 personnel services if not distributed generally.

Automobile Insurance

If it is permitted by the law of your state, you may purchase personal liability, property damage, also fire, theft and collision insurance on your personal automobile through J-M. Rates for such insurance depend upon the place where the automobile is principally

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/13

garaged. Your supervisor or personnel services can assist you in arranging for this coverage.

Group Life Insurance

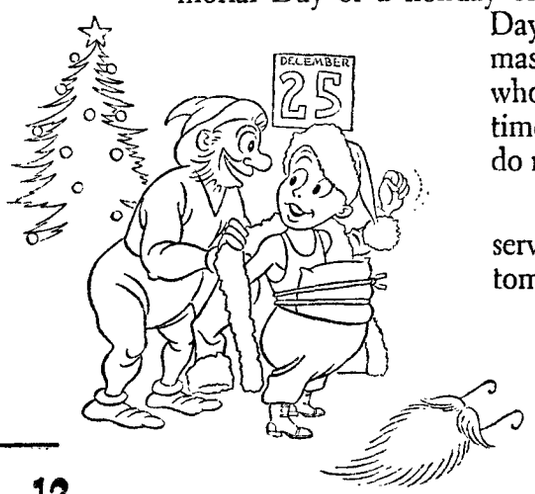
You can be insured in the J-M Group Life Insurance Plan after completing six months of continuous service as a permanent member of the organization. You hear all about this Plan through personnel services. It provides two important kinds of protection—financial aid for dependents in case of your death, and benefit payments to you in case of permanent disability before age 60.

The amount of your insurance is determined by your annual earnings. Because the company pays a substantial part of the total cost, you pay only 50c a month for each $1,000 of this insurance. Your part is payable a month in advance, and is deducted in small amounts from pay. As your earnings go up, your insurance is increased automatically according to an established scale. When such an increase occurs, there is one deduction from your pay which is double the amount of the increase in premium. This is to keep premiums paid up always a month in advance. There is no decrease in amount of insurance due to decrease in annual earnings.

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

Holidays

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



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

PRODUCED
JM - 83

Johns-Manville, Working Together in Johns-Manville, Employee Handbook (c. 1948)
ACL Doc 25200 · Page 14 of 44
Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/14



Medical

Workmen's Compensation: Report at once to your supervisor any physical injury sustained by accident while on company business. J-M is insured to provide payment of benefits or damage under the Workmen's Compensation Law in each state of the United States, in the Territory of Hawaii, Alaska, Canada, and Newfoundland.

First Aid Care: At each location where there is a large number of J-M people, a dispensary with a physician or nurse in charge provides care for minor accidents and emergency illness during working hours. If you have any injury while at work, no matter how slight, report to your supervisor immediately and he will see that you receive whatever care is available. Don't delay about this. The smallest cut or scratch may become infected and result in serious disability.

Physical Examinations: The company provides a free medical examination which is conducted before final acceptance for permanent employment. This examination protects you by showing whether or not you are physically able to do whatever work you are considering. For J-M folks in certain occupations, and for others where company medical facilities permit, the examination is repeated at regular intervals.

Visiting Nurse Service: If you should be confined to your home by illness, and you are a participant in the J-M Group Life Insurance Plan, you may request one call through a visiting nurse association if there is one in your area. Later calls will be made only upon request of the attending physician.

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. Your supervisor will be glad to give you details of the J-M vacation plan. You may ask for extra time without pay, to be considered by your supervisor subject to rules for leave of absence.

PRODUCED
JM - 83 13

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/15



As work permits, vacation will be scheduled as close as possible to your choice. Preference is usually given according to length of service if choices conflict. Vacation must be taken in the calendar year in which it is due. Because the company believes so strongly that a change from work is beneficial, it purposely does not allow any arrangement to work through a vacation period and take pay instead of the time off.

You might like to take with you some of the pay which would fall due during your vacation, or you may prefer to have it on your return. If you want it before going, ask your supervisor well in advance what arrangement can be made about this.

Retirement Plan

The company provides and contributes to a Retirement Plan to supplement Social Security Old-Age benefits and thus provide increased income for retired employees.

While participation in the plan is voluntary, almost all J-M people choose to participate. You are eligible to join when you have completed 6 months of continuous service with the company or have attained age 44, whichever is earlier. Latest retirement age in J-M is 65, whether or not you join 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, your accumulated contributions plus interest are matched by the company and the total amount is used to provide an annuity payable monthly during your life.

If you are a participant in the plan, and you become disabled at any age from any cause whatsoever so that you can no longer work, and you have completed 10 years of service with the company, you may be retired for disability and receive retirement income for the rest of your life.

The J-M Retirement Plan also offers an assured means of reg-

PRODUCED
JM - 83

ular saving, because if you leave the company before the retirement age, you will receive all of the money you have deposited in the fund, plus any interest it earned. In case of death before retirement, your contributions plus interest will be paid to your beneficiary. The company's contribution is credited to you only when you retire.

Withdrawal from the plan or termination of contributions prior to retirement is not permitted while you are in J-M.

More information regarding the Retirement Plan may be obtained from the Industrial Relations Department or personnel services on request.

Buying J-M Materials

All full-time employees on regular J-M payrolls may purchase J-M products at a discount. You can get information on available materials and price discounts from your supervisor.

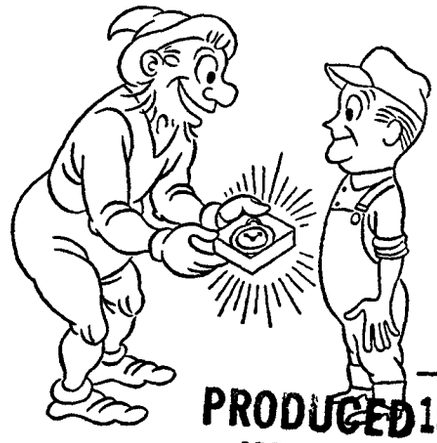
This privilege is to enable you to use J-M materials on your own property which you occupy, or on an automobile or other equipment which you own and use. Products may not be obtained in this way for use on property held for investment or speculation.

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

Quarter Century Club

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

Quarter Century Club members receive three weeks of vacation with pay in each calendar year. An engraved watch is presented to each new member at the time of induction into the Club. Approval of the President of Johns-Manville



PRODUCED 15
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/17

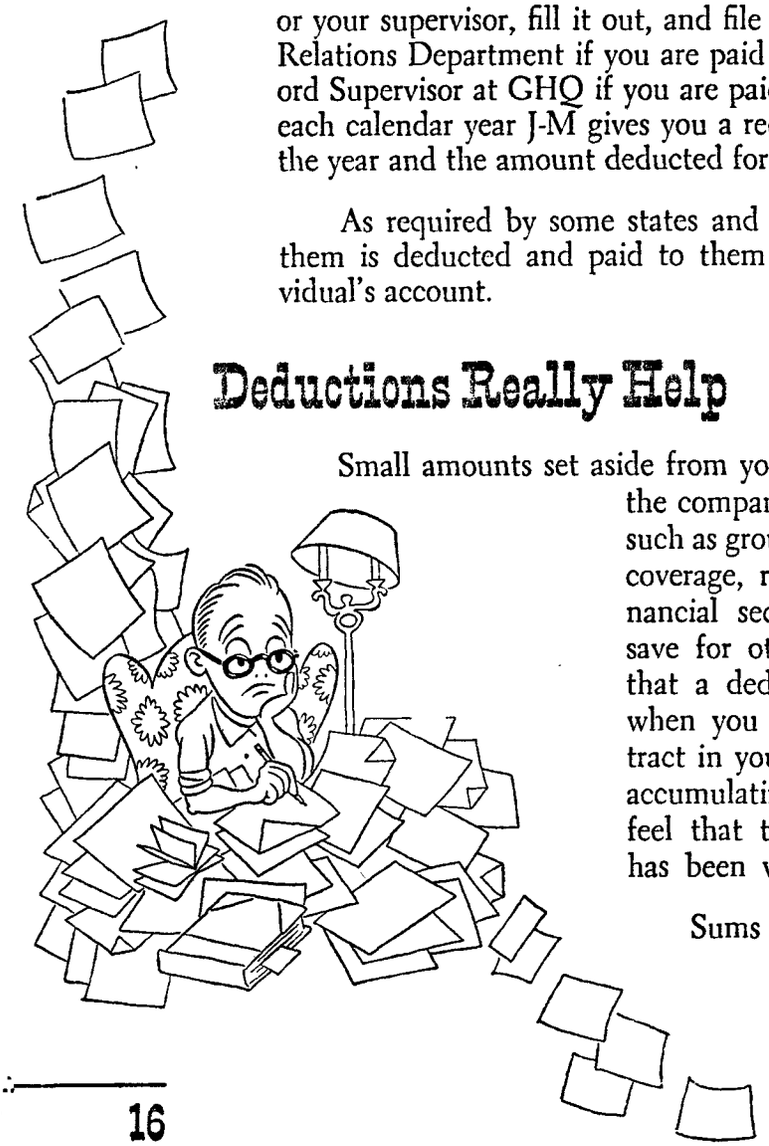
Corporation is required for any involuntary separation from the company of a Quarter Century Club member.

Income Tax

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

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

Deductions Really Help



Small amounts set aside from your pay and handled for you by the company enable you to buy protection such as group life 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 savings are accumulating in your retirement fund, you feel that the method of acquiring them has been very easy indeed.

Sums set aside for each purpose are

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/18

itemized for you on the stub of your pay check. Save all of these stubs. You will find them most useful in keeping your personal financial records and in figuring your income tax.



Social Security

In the kind of business which J-M operates all employees in the United States work in jobs which are "covered" by social security.

The number on your social security card identifies your account throughout your lifetime.

Federal Old-Age and Survivors' Insurance: This program is operated by the Federal Government. Contributions by you and J-M are combined and credited to your personal account with the Social Security Administration. Federal law sets your share of the cost now at 1 per cent of your earnings up to $3,000 per year, and the law requires that this tax be deducted from your pay. If your deductions for this purpose are more than $30 in any calendar year, you should file claim for the excess over $30 with the Collector of Internal Revenue in the district where you live. Such excess is forfeited if claim is not filed within 2 years.

There are two kinds of benefits—retirement and survivors'—

Monthly Retirement benefits for a worker who is fully insured* are payable to:

1. The worker when he is 65 or older and retires
2. His wife when she is 65
3. His unmarried children under 18

Monthly Survivors' benefits, if a worker was fully insured, are payable to:

4. Children under 18
5. Widow, caring for child entitled to benefits
6. Widow at 65
7. Dependent parents, 65 or over, if there is no widow or child who might be eligible to benefit

Monthly survivors' benefits are payable to children under 18 and widows, as in #4 and #5 above, if worker was currently insured. That is, if he worked in a covered job roughly the last 3 years of his life.

A lump-sum death benefit is payable when either a fully or currently insured person leaves no survivor immediately eligible for monthly payments.

PRODUCED
JM - 83

*A person is fully insured if he has been paid $50 or more in covered employment in at least half the number of calendar quarters there are between January 1, 1937 and the quarter in which he becomes 65 or dies. Once a worker has 40 of these $50 quarters, he is fully insured for life.

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/19



Customs in J-M

There are certain ways of doing things in J-M which have grown out of years of experience in working together, and so have become accepted practices in the company. Then, too, there are some regulations which are required by law. You might call these the rules of the game such as guide the members of every organization—whether 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 parts of the country, 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.

Relationships

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

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/20

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

Industrial Relations people, and specialists in the Office of Relationships do not in any way take the place of your supervisor. Always turn to him for help and information. He will refer you to the specialists in personnel matters whenever it is desirable.

Hours of Work

Long before it was legally required to do so, the company established 40 hours as the normal work-week. Under usual circumstances work is scheduled close to 40 hours a week. Variations in the demand for our products, and conditions beyond the control of the company make it necessary at times to vary the work-day and work-week. 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.

Lunch

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

Permanent or Temporary Employment

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

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



PRODUCED 21
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/21

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

Exempt or Non-exempt

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

Record of Hours Worked

If you are non-exempt, the Fair Labor Standards Act also 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.

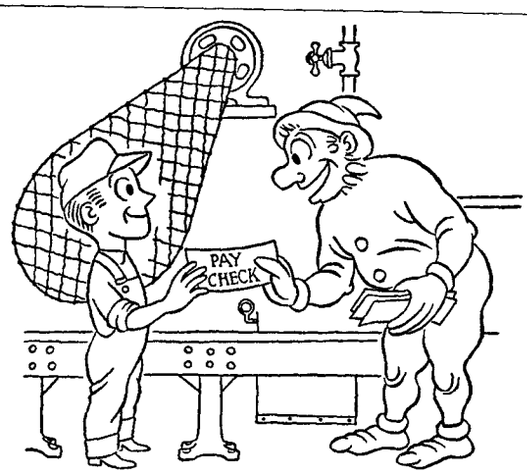


Overtime

All non-exempt members of the organization receive pay at the rate of time and one-half for overtime work. Ask your supervisor about overtime payments and work on

PRODUCED
JM - 83

Johns-Manville, Working Together in Johns-Manville, Employee Handbook (c. 1948)
ACL Doc 25200 · Page 22 of 44
Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/22



specified holidays, and turn to the supplement to see what hours are considered overtime.

Your Pay

Your pay is distributed through your supervisor on regular days. He tells you when to expect it. Attached to your paycheck is a stub which shows the total pay credited to you, and the items set aside for your various J-M benefit opportunities and tax accounts. Be sure to tear off all these stubs and keep them at home. The data will be useful in keeping any personal accounts and in computing your income tax.

Where compensation is arranged individually between an employee and J-M, frequent surveys are made of actual rates paid in the areas of J-M operations to provide an accurate comparison of our rates of pay with those of neighbor offices, plants, industries and others in the community. This is to assure equitable rates of pay within the community. Where compensation is determined by group agreements, J-M does the best it can to accomplish the same objective.

Pay Advances

Except before vacation, they are approved before regular pay days only in an emergency because of the considerable extra clerical work and bookkeeping expense involved.

Job Analysis

The rate of pay you get 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.

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

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/23



Supervision

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

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

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

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

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

Problems Related to Your Work

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

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

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

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

PRODUCED
JM - 83

Johns-Manville, Working Together in Johns-Manville, Employee Handbook (c. 1948)
ACL Doc 25200 · Page 24 of 44
Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/24

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 vacations, 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.

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

If you are absent and do not notify the company, you may, if the circumstances warrant it, be liable for disciplinary action.

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 that the work of your department will not be unduly



PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/25



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

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

Information about other matters which would affect your J-M privileges, or your tax status, should be sent promptly to the personnel records. If other departments need the information they will be notified appropriately. Examples of data needed are—

Change in the number of dependents: this affects your tax status, so a new Employee's Withholding Exemption Certificate should be filled out.

Changing the beneficiary of your J-M Group Life Insurance: Write the details to personnel services.

Changing your beneficiary under the J-M Retirement Plan: Fill out a special form provided by personnel records or services or your department head.

It is important to give exact marital status on all personal records, because the company is required to indicate the marital status of all employees when reporting earnings to Income Tax authorities.

If you marry after coming to J-M, you should make sure that all company records are changed appropriately. Your department head or personnel services 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 Board office in your locality. They will issue a card with your new name, but with your *same account number.*

PRODUCED
JM - 83
27

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/26

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 service in J-M, the value of your work, and the work schedule of your department.

If leave is granted, ask your supervisor or personnel services how to arrange for continuation of your J-M benefit plans while you are away.

Military Leave in Peacetime

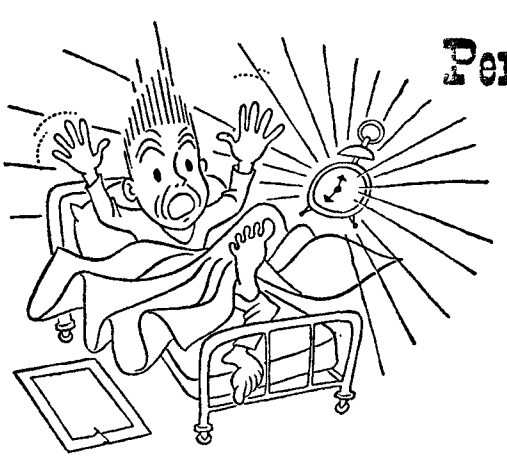
If you belong to a defense organization of the armed forces and you are called to temporary training duty, you may be granted a leave of absence without pay for a specific period. You and your supervisor should talk it over and arrange a time which is best for all concerned.

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.



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.

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/27

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.

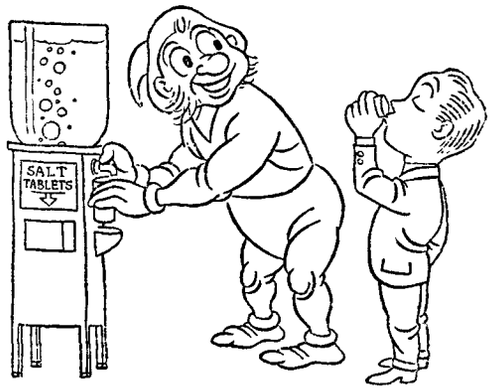
Personal Mail and Visitors: Occasionally, personal mail and visitors will come to the company for some J-M people. As a general rule, we avoid handling personal matters during working hours because we feel that our time then belongs to company business.

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

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 conversation over the telephone should be approached with the resolution that we will give information or ask questions in the way we would want to hear them if we were at the other end of the wire. Good telephone manners make friends within the company. Friendly efficiency over the telephone helps to establish the experience among outsiders that it is always a pleasure to do business with Johns-Manville folks.

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

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



Correspondence Within J-M: 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 inter-

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/28

nal mail as quick and easy as possible. If you aren't already familiar with these, ask your supervisor to give you a copy of the latest procedure on this subject.

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.

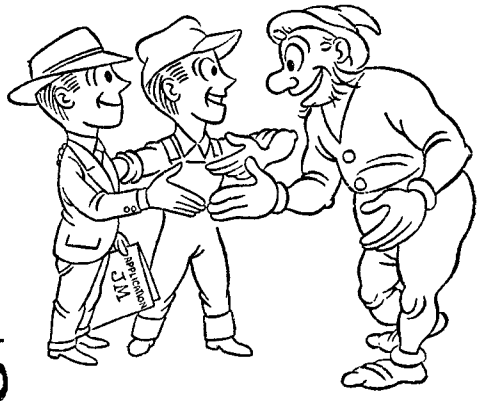
Lost and Found: There just doesn't seem to be any way the company can assume responsibility for whatever personal belongings we may have with us at work. Each of us can help prevent loss by taking good care of our own possessions.

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

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

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. An employee may not work under the supervision of a relative.



PRODUCED
JM - 83

Johns-Manville, Working Together in Johns-Manville, Employee Handbook (c. 1948)
ACL Doc 25200 · Page 29 of 44
Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/29

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.

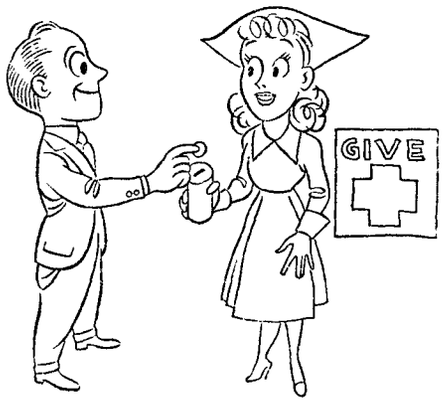
Age: Normally the minimum age for employment is 18 years, except in states where minimum requirements may be higher. Retirement age is 65.

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

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

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

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 Board office will issue a card bearing this number, or will issue a duplicate card if we lose or wear out the original.



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 the American Red Cross, and community funds are customarily brought to your attention through volunteer employee committees and posters. Our gifts are always voluntary and are entirely independent of contributions made by the company.

Outside Activities

The friendliness and the interests of J-M folks are not limited to activities within the company. Many J-M people are taking part in worthy civic, educational, religious, social and welfare enterprises in the localities where they live. While sharing their talents, they broaden

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/30



their own acquaintance with people and organizations, and develop qualities of leadership. 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.

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 and other obligations to J-M, should be properly concluded with your supervisor. You should consult the person who handles hospitalization at your location regarding continuing or transferring your contract.

Separation Interview: Settling your participation in group life insurance, retirement, and other company plans and services is made clear in the separation interview which is held with an Industrial Relations or personnel services representative (with your department head if there is no Relationships representative 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.

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

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

PRODUCED
JM - 83

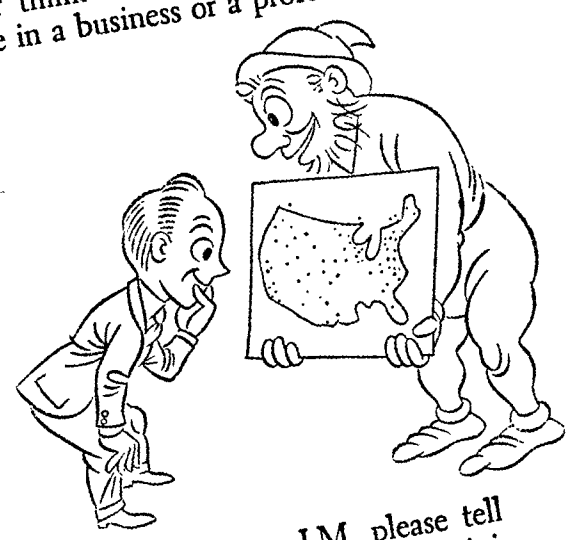
Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/31

Death: In case of death, the company can best help by being prompt about settlements. Make sure that your relatives know the name of your supervisor so that he may be notified 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 U. S. Government, conduct which violates common decency or morality, repeated involvement in wage assignments or garnishment proceedings, after warning.

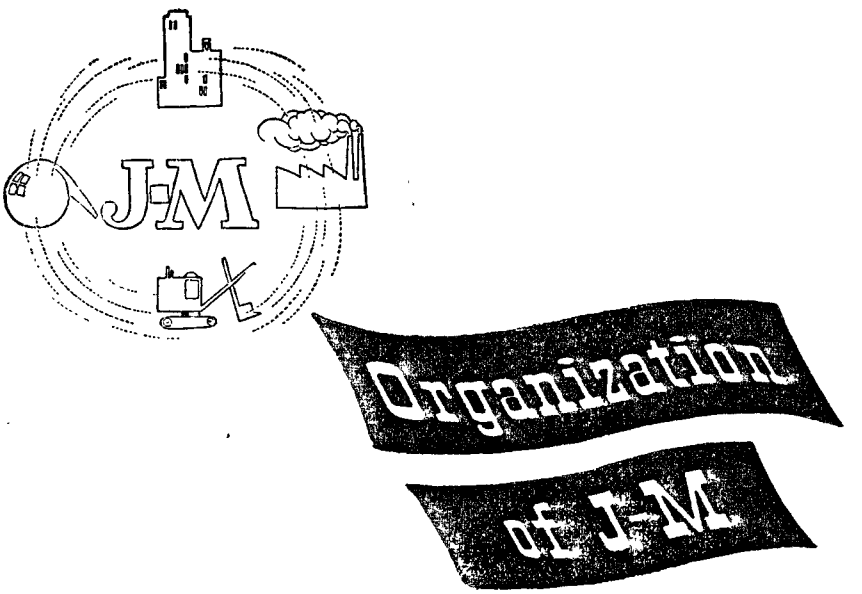
Layoff and Release: Although the company tries to plan for steady employment, adverse business conditions could necessitate layoff of some people. Or, it might be advisable to release a person who didn't fulfill the requirements of the job and for whom no suitable work was available. Advance notice of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

Resignation: If you should ever think seriously of leaving the company, and you expect to continue in a business or a profession, it would be well before resigning to ask your department head or the employment manager to explain fully the opportunities in various fields of endeavor which J-M might have for you. You might find just the chance you want, and at the same time protect your participation in J-M benefit opportunities and services, and the other advantages related to seniority of 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, J-M appreciates the cooperation of an employee who gives notice much earlier if possible, so that provision can be made for carrying on his work.

PRODUCED
JM - 833



Johns-Manville is owned by more than 11,000 stockholders whose money goes into the plants, machinery, and equipment which enable J-M to provide jobs and make many kinds of useful and needed products. These stockholders are located in all 48 states and in other parts of the world. About four-fifths of them are individual men and women from all walks of life. No one of these owns as much as one percent of the company.

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

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

The chairman of the board is the chief executive officer of the company. He is solely responsible to the Board of Directors. He decides all basic policy and concentrates on the problem of the growth of the company and external relations.

The president is responsible to the chairman for the administration of the company and concentrates on current operations and internal relations under the basic policies set by the chairman and the board.

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/33

Assisting the chairman in carrying out his duties are the vice president and assistant to chairman of the board, and the secretary and general attorney.

Working under the direction of the president are vice presidents for research and development, production, sales, finance, and relationships. Each of these officers has his own organization to assist him on matters falling within his responsibility.

Company operations are conducted by general managers of operating divisions who are responsible to the president for production, sales and earnings of their respective divisions.

These divisions are:

ASBESTOS FIBRE DIVISION, responsible for the production and sale of asbestos fibre in the United States and Canada.

BUILDING PRODUCTS DIVISION, responsible for production and sale in the United States of products and services used in building construction.

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

CELITE DIVISION, responsible for production and sale in the United States of products made from diatomite.

INDUSTRIAL PRODUCTS DIVISION, responsible for production and sale in the United States of J-M's line of industrial products.

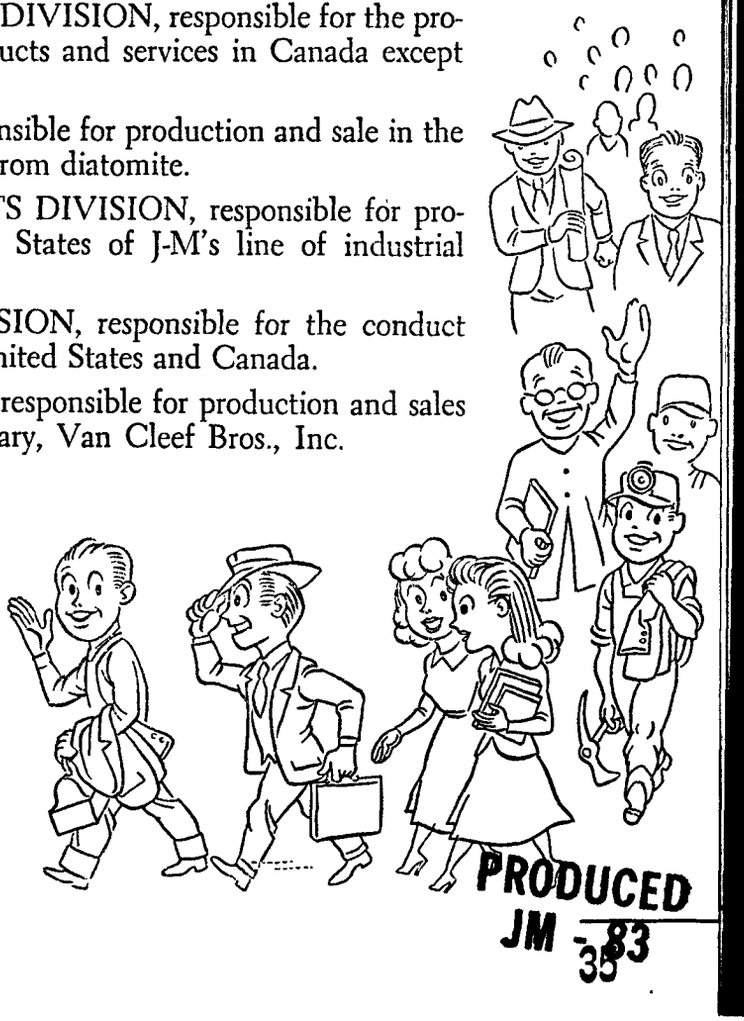
INTERNATIONAL DIVISION, responsible for the conduct of J-M business outside of the United States and Canada.

VAN CLEEF DIVISION, responsible for production and sales of products made by the subsidiary, Van Cleef Bros., Inc.

PLANTS

Building Products Division

Alexandria, Ind.
Jarratt, Va.
Los Angeles, Calif.
Manville, N. J.
Marrero, La.
Natchez, Miss.
Pittsburg, Calif.
Watson, Calif.
Waukegan, Ill.



Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/34

PLANTS—*Continued*

Canadian Products Division
Asbestos, Que.
Toronto, Ont.

Celite Division
Lompoc, Calif.

Industrial Products Division
Billerica, Mass.
Irvington, N. J.
Manville, N. J.
Marrero, La.
Nashua, N. H.
New Brunswick, N. J.
Redwood City, Calif.
Richmond, Ind.
Tilton, N. H.
Watson, Calif.
Waukegan, Ill.
Zelienople, Pa.

Van Cleef Division
Chicago, Ill.

MINES

Asbestos Fibre Division
Asbestos, Que., Canada

Celite Division
Lompoc, Calif.

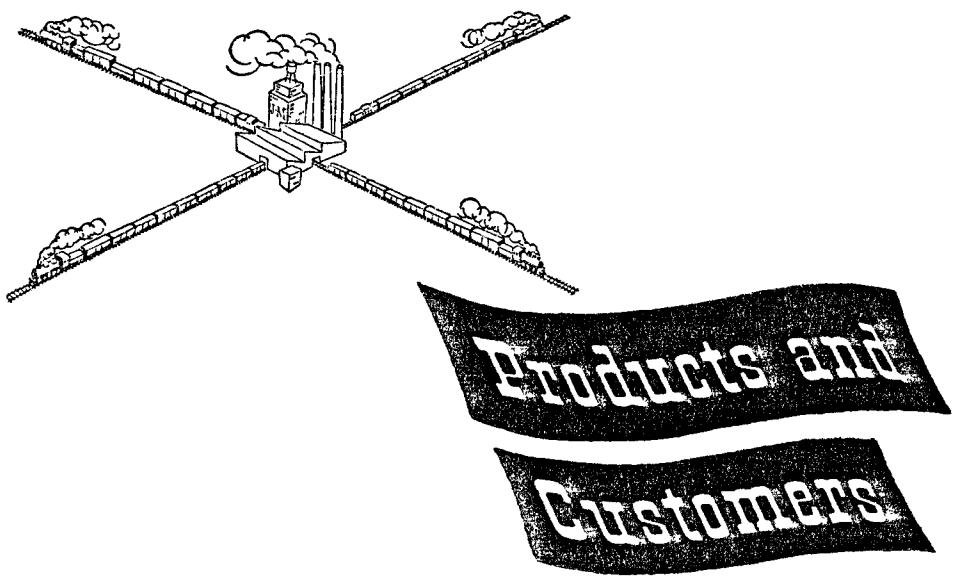
RESEARCH CENTER
Manville, N. J.

DISTRICT & SALES OFFICES

Akron, Ohio
Albany, N.Y.
Atlanta, Ga.
Baltimore, Md.
Birmingham, Ala.
Boston, Mass.
Buffalo, N. Y.
Cambridge, Mass.
Charleston, W. Va.
Charlotte, N. C.
Chicago, Ill.
Cincinnati, Ohio
Cleveland, Ohio
Columbus, Ohio
Dallas, Texas
Dayton, Ohio
Denver, Colo.
Detroit, Mich.
Erie, Pa.
Fort Wayne, Ind.
Grand Rapids, Mich.
Hartford, Conn.
Hollis, N. Y.
Honolulu, T. H.
Houston, Texas
Indianapolis, Ind.
Jacksonville, Fla.
Kansas City, Mo.
Knoxville, Tenn.
Los Angeles, Calif.
Louisville, Ky.
Milwaukee, Wis.
Minneapolis, Minn.
Montreal, Canada
Mount Vernon, N. Y.
Newark, N. J.
New Orleans, La.
New York, N. Y.
Oakland, Calif.
Omaha, Neb.
Philadelphia, Pa.
Pittsburgh, Pa.
Portland, Me.
Portland, Ore.
Providence, R. I.
Richmond, Va.
Rochester, N. Y.
St. Louis, Mo.
St. Paul, Minn.
Salt Lake City, Utah
San Antonio, Texas
San Francisco, Calif.
Seattle, Wash.
Summit, N. J.
Syracuse, N. Y.
Toledo, Ohio
Toronto, Canada
Tulsa, Okla.
Upper Darby, Pa.
Vancouver, Canada
Washington, D. C.
Wheeling, W. Va.
Wilkes-Barre, Pa.
Winnipeg, Canada
Youngstown, Ohio

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/35



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

Asbestos Fibre
Asbestos Boards
Asbestos Shingles
Transite (Asbestos Cement) Pipe
Rag Felt & Asbestos Paper
Asphalt Products
Floor Tile
Paper & Felted Insulations
Mineral Wool
Magnesia
Insulating Brick
Insulating & Refractory Cements
Textiles
Friction Materials
Packings & Gaskets
Celite (Diatomite) Products
Wood Pulp Boards
Acoustical Products
Rubber Products
Specialties from Plastics

It is J-M's aim to give the utmost in quality in everything it produces. Our technical people never stop their search for ways to improve our commodities and services. Other J-M men and women apply skill and conscientious workmanship in production, and take pride in the knowledge that goods going out from J-M plants will always be recognized as the best. J-M folks have never been satisfied to make or sell a product that was merely "good enough".

PRODUCED
JM - 83 37

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/36

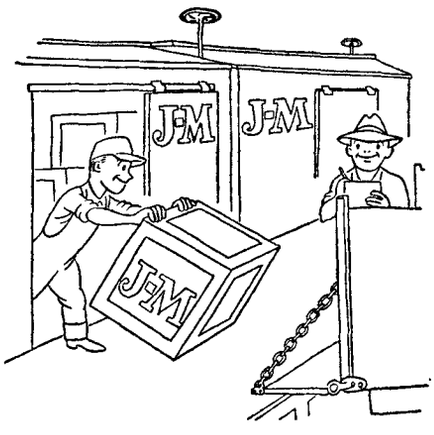
New and different products are being constantly added to the J-M line through research. Each product improvement, each new market successfully developed means to the individual in J-M a better chance of stable employment.

In almost every field of human endeavor there is a J-M product to play a part at some time and in some way.

Like the products, 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
	Iron & Steel	

Customers 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 answer. Thus we add another customer who believes that J-M stands for the best.



There is an unusual bond between J-M and the public it serves. It is made of the same elements as are personal friendships—high standard of goods supplied, plus courtesy, understanding, kindness and consideration.

Absence
Abse
Elect
Leav
Milit
Activitie
Outs
Witl
Address
Advance
Age
Hirir
Retir
Applicar
Age
Heal
Marr
Rehi
Rela
Soci
Asbestos
Asbestos
Benefits
Building
Bulletin
Buying
Canada,
Celite
Changes
Clubs
Out
Wit
Continu
Contrib
Corresp
Creed c
Custom
Custom
Death
Deducti
Diatom
Disabili
Dischar
Divisio
Drinkin
Educati
Electio

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/37

INDEX

Absence 25
  Absence without notice 25
  Election Board & Jury duty 25
  Leave of absence 25
  Military leave 26
Activities
  Outside 31
  Within J-M 10
Address change 27
Advancement 7
Age
  Hiring 31
  Retirement 14
Applicants
  Age 31
  Health 31
  Married women 31
  Rehiring 31
  Relatives 30
  Social Security number 31
Asbestos 5, 37
Asbestos Fibre 35, 37

Benefits 10
Building products 35, 37
Bulletin boards 11
Buying J-M materials 15

Canada, J-M divisions 35
Celite 35, 37
Changes in records 26
Clubs
  Outside 31
  Within J-M 10, 15
Continuity of service 25
Contributions to charity 31
Correspondence within J-M 29
Creed of Management 41
Customers of J-M 38
Customs in J-M 20, 29

Death 33
Deductions 12, 14, 16, 17
Diatomite 37
Disability 12, 13, 14
Discharge 33
Divisions of J-M 35
Drinking water 28

Education 9
Election Board service 25

Employment
  Age 31
  Applicants 31
  Permanent 21
  Rehiring 31
  Temporary 21, 22
Equipment 30
Exempt, non-exempt employees 22

Financial report 11
First Aid 13
Friends recommended 30

Garnishments 30

Handbook 11
Health habits 28, 31
  Drinking water 28
  Medical services 13
  Salt tablets 28
  Wash rooms 28
History of J-M 5, 6
Holidays 12
Hospitalization 19
Hours of work 21
  Being on time 26
  Record 22

Income tax 16, 27
Industrial products 35
Industrial relations 21
Injury on the job 13
Insurance
  Automobile 11
  Federal old age & survivors 17, 31
  Group life 12, 27
  Hospitalization 19
  Unemployment 18
  Workmen's compensation 13
International Division 35

J-M Clubs 10
  Quarter Century Club 15
J-M History 5, 6
J-M Organization 34
J-M products 37
  Bought by employees 15
  Literature 11
Job analysis 23
Job classification
  Exempt, non-exempt employees ...22

PRODUCED
JM - 83

Johns-Manville, Working Together in Johns-Manville, Employee Handbook (c. 1948)
Published by AsbestosClaims.Law
ACL Doc 25200 · Page 38 of 44
asbestosclaims.law/library/25200/38

Johns, H. W. 5
Jury duty 25
Lateness 26
Lay-off 8, 33
Leave of absence 25, 26
Lost & Found 30
Lunchtime 21

Mail, company & personal 29
Management Creed 41
Manville family 6
Married women 27, 31
Medical services 13
  First Aid 13
  Physical examinations 13
  Visiting nurse 13
  Workmen's compensation 13
Military
  Duty 26
  Leave 26
Mines 36

News at plants & offices 11
NEWS PICTORIAL 11

Officers of J-M 34
Offices 36
Opportunities 7
Organization of J-M 6, 34
Overtime 22
Owners of J-M 6, 34

Pay 23
  Advances 23
  Attachments 30
  Before vacation 14
  Deductions 12, 14, 16, 17, 22
  Overtime 22
  Pay Day 23
  Records 26
Personal checks 18
Personnel
  Administration 20
  Records 26
Physical examinations 13
Plants 35
Problems
  Personal 19, 30
  Related to work 24
Products 11, 15, 37
Progress 7
Promotion 7, 8
Punctuality 26

Quarter Century Club 15

Recommendation, letter of 32
Records & changes 26
Rehiring 31
Relationships 20
Relatives 30
Release 33
Report to employees 11
Research 6, 36, 38
Resignation or quit 32
Retirement 14, 17, 27

Safety 28
Sales
  Customers 38
  Offices 36
  Products 15, 37
Saving 15, 16
Scheduling work ahead 8
Security 7, 16
Separation procedure 32
  Death 32
  Discharge 32
  Interview 32
  Lay-off, release 33
  Letter of recommendation 32
  Resignation or quit 32
Service in J-M 7, 15, 25, 26
Service programs 10
Sickness 25, 28
Smoking 29
Social Security 17
  Number 17, 31
  Old age & survivors benefits 17
  Statement of accounts 18
  Unemployment benefits 18
Stockholders of J-M 6, 34
Suggestions 9
Supervisors 24
Supplies 30

Taxes
  Income 16, 27
  Social Security 17
Telephoning 29
Training
  On the job 9
  Outside 9
Transfer 8, 9

Unemployment insurance 18

Vacation 13
Van Cleef Division 35
Visiting nurse service 13
Visiting other J-M locations 9
Visitors 29

Wage Attachments 30
Workmen's compensation 13

There is additional information, which is not indexed, in a supplement inserted at the back of this handbook.

PRODUCED
JM - 83

12-48

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/39

J-M's CREED OF MANAGEMENT

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

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

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

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

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

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

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

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

—Lewis H. Brown,
Chairman of the Board, Johns-Manville

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

PRODUCED
JM - 83

Printed in U. S. A.

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/40

Working Together in Johns-Manville

Supplement

There are so many different kinds of work going on in J-M under so many different conditions, and at so many different locations, that the company regulations have to vary somewhat, too.

If your work is such that you are paid semi-monthly or monthly, you should read this supplement to know more about the matters which affect you.

PRODUCED
JM - 83

Your Pay. Checks are distributed on the 15th and the last day of the month to people on the permanent salary payroll. If pay day falls on a Saturday, Sunday, or a holiday, payment is made on the last preceding work day. If you are with J-M temporarily, you will receive a check upon completion of the job, or on the last working day of each week of your stay.

The company tries to distribute checks in time for us to cash them before the banks close. Regular salary covers 40 hours' work in a week, even though you may not always be required to put in the full 40 hours.

Overtime. Overtime and regular salary are paid in separate checks. If you are non-exempt you receive time and one-half for hours worked in excess of 40 in any work-week.

If you are non-exempt and work on any of the 6 established holidays, you receive premium pay of straight time in addition to regular pay for the actual number of hours worked.

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 J-M folks, with due regard for us as individuals.

In determining fair salary for each type of work, it is recognized that a person usually gains 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 of the bracket, salary "steps" up gradually, for the person who merits increases, in stated amounts toward the top or maximum amount which it is reasonable to pay for any given kind of work.

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

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

Your supervisor will review the work record of each person in your group at regular periods to evaluate the progress each has made. In addition to the starting job requirement, we recognize 4 or 5 steps in increased proficiency. When a supervisor finds that any of us is demonstrating the proficiency required for a higher salary step, he will recommend an increase to a higher established rate. When his recommendation is fully approved, he tells each of us in a personal talk what our next rate of pay is and how we merited the increase.

Absence. Durir
occasioned by illne
cies, the company
interrupt salary. Th
and length of such
will determine the
action. Regular sa
mally while you at
tion board duties.

Leave of Abse
tended that leave c
be granted if absen
ure a personal con

Meal Allowanc
work after closing
of short duration,
essary to work mc
beyond the regular
in a workday, a
$1.50 will be paid.
be given also when
three hours on Sat
we do not custom
days.

Outside Activ
J-M people are invit
side technical com
cepting such an in
obtain approval of t
division manager w
partment.

Savings. If you
money, you can ar
deduction from eac
deposited for you

PRODUCED
JM - 83

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/42

ob. Therefore,
›lished setting
a top rate for
ing rate of the
› gradually, for
increases, in
ıe top or max-
is reasonable
ł of work.
not given be-
reached, or at
ɾ, or otherwise

ally an expres-
oney which it
type of work.
mit what you
you are ambi-
your skills and
advantage of
gher earnings
ffers.
view the work
n your group
uate the prog-
ldition to the
we recognize
d proficiency.
ɜ that any of
›roficiency re-
· step, he will
to a higher
his recom-
›ved, he tells
al talk what
and how we

Absence. During incidental absence occasioned by illness or other emergencies, the company is not inclined to interrupt salary. The nature, frequency and length of such absences, however, will determine the department head's action. Regular salary continues normally while you attend to jury or election board duties.

Leave of Absence. It is not intended that leave of absence with pay be granted if absence is in large measure a personal convenience.

Meal Allowance. If there is any work after closing hours it is usually of short duration, but when it is necessary to work more than two hours beyond the regularly scheduled hours in a workday, a meal allowance of $1.50 will be paid. This allowance will be given also when we work more than three hours on Saturday or Sunday, if we do not customarily work on such days.

Outside Activities. Sometimes J-M people are invited to serve on outside technical committees. Before accepting such an invitation you should obtain approval of the senior officer or division manager who heads your department.

Savings. If you wish to save some money, you can arrange for a regular deduction from each pay check to be deposited for you in an account in your name with the Seamen's Bank for Savings, 20 East 45 Street, New York 17, N. Y. Accounts are protected by Federal Deposit Insurance up to $5000 and interest is paid on all balances from $5 to $7500.

You can make withdrawals in person, by mail or by telegraph. Through this one account you can set aside money for various purposes, such as purchase of U. S. Savings Bonds or other securities, vacation, Christmas, insurance premiums, or just plain savings.

If you open an account under this plan, be sure to write the bank of any change of residence. You will receive a letter describing all details of the plan.

Accident and Health Insurance. Ask your supervisor if the law of the state in which you work requires that you have this type of coverage. If so, you will be told about the details of the plan which affects you.

Separation Allowance. To help tide over deserving people who may be laid off or released (especially when it is impossible to give long advance notice), J-M provides an allowance which is based on length of service in the company, age, and salary.

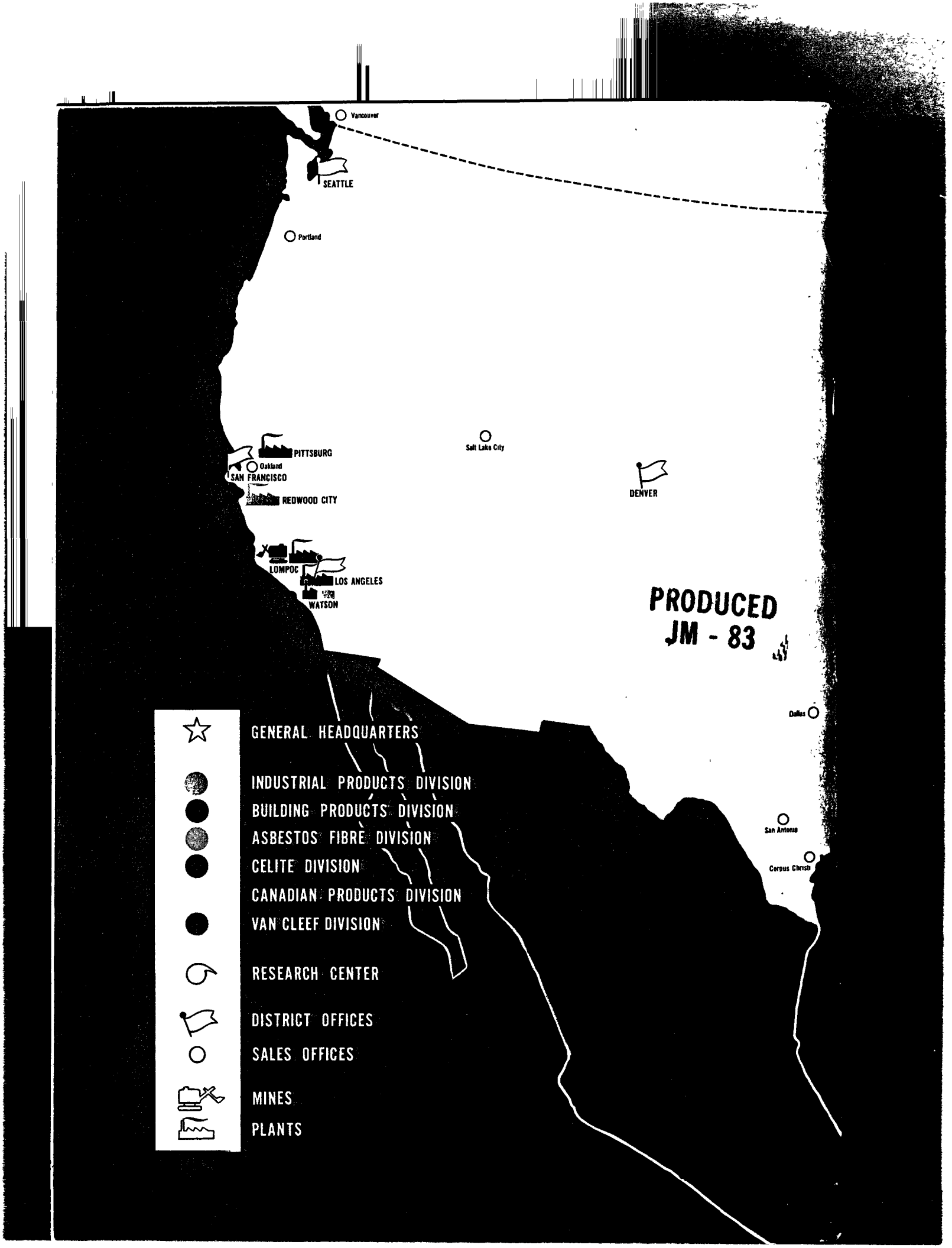
When a person with one year or more of service is permanently laid off or released, or voluntarily resigns giving reasonable notice (at least 2 weeks), pay in lieu of vacation due but not taken will be given.

PRODUCED
JM - 83

12-48—A1

Printed in U. S. A.

Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/43



Published by AsbestosClaims.Law
asbestosclaims.law/library/25200/44