PLANT MANAGERS MEETING -
JAN 31 - FEB 1 - 1977
KANSAS CITY, MO —

PLAINTIFF'S EXHIBIT

GP-923

SGP 0034445

Georgia-Pacific

intracompany memo

to	*See Below	location	
from	G. E. Wilson	location	Portland
subject	1977 Managers' Meeting	date	December 14, 1976

We are going to hold our 1977 Gypsum Division Sales and Plant Managers' Meeting as a combined affair which we hope will result in a better interchange of information and ideas.

The meeting will be held at the Marriott Hotel near the airport at Kansas City, Missouri on Monday, January 31, and Tuesday, February 1. Reservations will be made in your name for arrival on Sunday, January 30, and you should be free to leave by late afternoon on Tuesday, February 1. If you desire to stay over for a Wednesday morning departure, I would ask that you advise Jim Hurd so that we can make arrangements for you in advance.

As we finalize more of the details we will keep you informed, but I did want to give you as much advance notice as possible so that you could arrange your schedule to attend.

GEW

G. E. W.

GEW/cw

*Messrs. E. L. Aasen
E. H. Allen - Buchanan
R. P. Ballast - Grand Rapids Gypsum
L. W. Barrett - Ajax
J. E. Becker - Delair
T. R. Brady - Franklin
W. D. Brooks - Dallas Regional
K. W. Brown - Acme
O. E. Burch
D. C. Corkill
O. B. Covington, Jr. - Brunswick
P. J. Curry - Wilm., DE - Gypsum
J. DiLorenzo
R. V. Favero - Marietta
N. L. Foster
J. D. Friedlein - Rosemont
E. C. Galloway - Atlanta Regional
J. M. Graham - Nova Scotia
J. W. Hart - Wilm., DE - Gypsum
E. B. Hollingsworth - Wilm., DE - Gypsum
C. F. Hummel - Sigurd
J. R. Hurd
J. S. Jorgensen - Blue Rapids
L. H. Kaboos - Wash., DC Regional
D. F. Klus - Tigard Plant
P. W. Larson - Lovell
C. W. Lehnert - Tigard Lab
A. J. Marchand - Thorold
D. W. McCubbin - Chic., No. Regional
M. A. Palmowski - Chicago JS
T. L. Ravins
E. G. Reynolds - Oakland Regional
T. W. Richards - Tigard Lab
E. M. Rigby - Pryor
H. W. Scharf - Milford
C. G. Terry - Grand Rapids Gypsum
J. E. Tierney - Clifton Regional
D. M. Watson - Fort Dodge
I. F. Weibel - Akron, NY

GP 09

SGP 0034446

Georgia-Pacific celebrating 50 years of growth.

GYPSUM DIVISION
MANAGERS' MEETING

Monday, January 31

8:00 a.m. - 8:30 a.m.	Opening -- Review 1976 and 1977 Outlook and Standards	- G. E. Wilson
8:30 a.m. - 10:00 a.m.	Sales Presentation	- O. E. Burch D. C. Corkill T. L. Ravins
10:00 a.m. - 10:15 a.m.	Break	
10:15 a.m. - 12:00 noon	Safety Program	- J. R. Hurd
	Engineering	- J. DiLorenzo
	Product Development	- C. W. Lehnert
	Transportation	- J. D. Friedlein
	Accounting & Costs	- N. L. Foster
	Purchasing	- E. L. Aasen
12:00 noon - 1:00 p.m.	Lunch	
1:00 p.m. - 2:00 p.m.	Continuation of 10:00-12:00 Agenda	
2:00 p.m. - 3:00 p.m.	Operations Roundtable	- G. E. Wilson
	Paper & Gypsum	- J. W. Hart
	Joint System Roundtable	- E. B. Hollingsworth
3:00 p.m. - 3:15 p.m.	Break	
3:15 p.m. - 5:00 p.m.	Continuation of 2:00-3:00 Agenda	

Tuesday, February 1

8:00 a.m. - 10:00 a.m.	Wallboard Operations Roundtable	- G. E. Wilson T. W. Richards
10:00 a.m. - 10:15 a.m.	Break	
10:15 a.m. - 12:00 noon	Continuation of Wallboard Operations Roundtable	
12:00 noon - 1:00 p.m.	Lunch	
1:00 p.m. - 3:00 p.m.	Review & Summary	

Mon. 1/31/77 -

G.E. Wilson

McKenzie & Co. - Consulting Firm - Next 4-5 Mos -
Gypsum Div - Review of our Facilities — Plants -
Also Dist. Div.

Industry Cap - 14 Bil. ft - GP - 2 Bil. for 1977 - 12. Bil. Sold 1976 -

'72 - '76 $26/MSF Price Increase -
'72 Net - 31%
'76 " - 39% Cost of Mfg. 13% up from '72 to '76

O.E. Burch

'75 - '76 - $6.96/MSF at Price Inc. at Acme -
19% inc. in Bd. Sales —

Tom Ravins

1976 — Industrials - Inc. in All Products —
Loadmaster Production To Continue High —

Dave Courtlle —

Inc. in 1976 in Jt. System Products - 19% —
Present Acme need 11% - At $107 - Need $5 More Price

Jim Hurd

Gyp. Div. Osha Incident Rate for
1977 Standard – 7.48 –
Actual 1976 – 12.07 –
It. Sys – Plants – No Lost Time in 1976.

Stop Unsafe Act – Program.

Unsafe acts by people cause 96% of injuries –

John DiLorenzo

Heat recovery units to be installed this year
on kettles – we install –
Savings – 8-13 gals/hr/ket : 1,400,000 BTU/Ket Hr –

Buchanan will generate their own power
with turbine generators –
Relocation of H.D. quarry ✓
Possibly new core door plant –
" new roofing plant – ✓
Energy Reports – BTU's/Ton – report starting Feb.

SGP 0034449

Bill Lehnert —

Looking at Waste Gypsum — Usage —
Absorptions — Sheathing & Tile Bkr. —>
Pre-Dec — Reduction of Paint Usage — Need
New Dryer Work on PreDec — Acme
Asbestos — Reduce Cost of Asbestos Free Products —
Caesine Trial at Chgo — Asbestos Free —
R/M — Preservation — Reduce Spoilage —
Non-Mercurials — Being Tried —
Liquid Preservative —
* Competitive Wallboard Survey — About Mar — USG! NAT!
Testing for Roofing for New Plant —
Sales —
Coarser PreDec — Need Dryer — ✓
Spec. Precautions on Bags — in Using Products, Winter etc —
2 Patents — Firedoor — Lignosite-Gypsum Accel —
Product Liability — Comply with Standards —
(Use of Mercury & Asbestos) —
Training of Quality Supervisors — \

Jack Friedlein



Govt – picture in transportation
Sec. Adams –

NORM - FOSTER
MTL. USAGE – ON COMPUTER – PRINTER –
INVOICE BILLING – FROM 50 SEC. TO 10 SEC –
4-6 WKS AT ACME – . . .
UTILITY ACCRUALS + – . .

---

* EST OF P&L – ON TUES – AM FOLLOWING
FRI. AM MONTH END CLOSING –

VOLUME – LABOR – MAINT – SUPPLIES – UTILITIES

SGP 0034451



ED. HASEN

[redacted] FIBRE GLAS

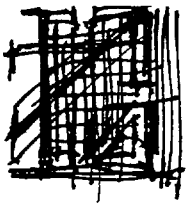
[redacted] MICA — TIGHT SHIPMENTS —

[redacted] WET. MILL STARCHES —

[redacted] CONTRACTORS LIABILITY + WORKMENS COMP.
(CK. PURCHASE ORDERS ON THIS.)
(CK. PURCHASING BOOK FOR FORM ON
LIABILITY.) —

PAPER

PRICING PAPER ON THE BASIS OF 1000 SQ FT -
INSTEAD OF PER TON -
PAPER PLANTS GOING TO GET BETTER
MEASURING EQUIPMENT FOR FOOTAGE →



SHARE OF THE MARKET

% OF TOTAL INDUSTRY

	1976
LATH	6.5
VENEER BASE	5.5
SHEATHING	16.0
REG. BD.	14.2
TYPE X.	11.1
PRE DEC.	29.2
TOTAL	13.6%
USG	33%
NAT.	25%

% OF TOTAL INDUSTRY

	1976	
NEW ENGLAND	10.7	
MID-ATL.	12.6	
SO.-ATL.	15.0.	
E.N. CENTRAL	13.5	
E.S. "	11.6.	
W.N. "	14.9	
W.SO. "	18.4	ACME
MT.	16.1	
PACIFIC.	6.1	
EXPORT	38.4	

BRAD HOLLINGSWORTH

JT. SYSTEM —

(HOW ABOUT HEAT SEAL ON PLASTIC BAGS)

Tues 2/1/77



Discussion of Board Quality

Discuss with Ray - Gerald - Jim. *

Man Hr Productivity - Grocery + Meat down in 1976 — *

Costs —
Control of R/m —

(Send Ltr to TWR (all copies) in Cases where Plant is in the Red)

Safety
Personal Safety Contacts - Mandatory — *

Housekeeping —
No. 2 Bd Mach - best in Housekeeping — *

Capital Expenditures —
(Send in order of pay back results —)

(Look at Ltr - Description of Job + Reasons +
Transmittal Ltr. does not go beyond Glenn.)







Wallboard Waste Reclaim

Sal. Admin -

Dept. Hds 5 to 7½% -

Over 5% — need explanation — accomplishments —



Look at Ft Dodge TS-24
that they are going to keep for
parts

2 Lists 1. What we did right
2. What we did wrong -

50% Reduction in
Board Complaint Costs
& Confidence of Branches
and Customers

Note to Supts - on their Monthly
letters - PWR notes improvements

Standards

Try to do in 2 wks. time. GEW -
Capital Expense - 3 yr projection on Capital
Budget - for 1978 - 1979 - 1980 -

SGP 0034458



Board Warehouse

Get unusable Mdse. written off as soon as possible —

*

New orientation folder for new hrly & salaried employees — from Jim Hurd

*

Want Supt Mtg this yr

Attributes of good Supt - training etc
Have Supt - list —
TWR's next visit

*

MAINT COST/TON STOPPED

	1973	1974	1975 -	1976
ACME	1.19	1.47	1.52	2.03

SALARY PERS. EVALUATION

Georgia-Pacific

intracompany memo

to *See Below location

from J. R. Hurd location Portland

subject Gypsum Division Industrial Accident Statistical Data Report for 1976 date January 27, 1977

Attached please find the Gypsum Division Statistical Data Report of Industrial Accident Cases for 1976.

In addition to the attached statistical report, we have identified the departments in which accidents have occurred. That injury experience follows:

Gypsum Operations - 180 Cases

Board Plant	40%
Maintenance	23
Mill, P&L and Yard	13
Mine or Quarry	11
Warehouse	9
Laminating Department	2
Pre Dec Department	1
Trucking	1

Paper Operations - 48 Cases

Paper Machine	28%
Maintenance	22
Shipping & Receiving (Warehouse)	16
Yard	10
Stock Preparation	8
Wood Room & Grinder Department	8
Felt Machine	4
News Print Machine	4

Joint Systems Operations - 7 Cases

Joint System	71%
Ready-Mix	29
Shipping & Receiving	0

Specialty Operations - 18 Cases

Production	78%
Maintenance	11
Warehouse	11

Vice President's Trophy for 1976 --

It gives me a great deal of pleasure to announce the winner of the Vice President's Trophy for 1976. Based on the greatest number of man-hours worked without experiencing a lost-time injury, Nova Scotia is our winner. Nova Scotia, on August 1, completed 14 years (since their start-up in 1962) without a lost-time injury. Through December 31, 1976, they have worked 1,976,462 man-hours in establishing this record. A very special congratulation to each and every employee at Nova Scotia for this truly outstanding safety achievement.

Injury Summary --

During the year 1976, we experienced a total of 253 medical cases which required a doctor's attention and were recordable under OSHA standards. From these 253 medical cases, we lost 2,243 work days. (Lost work days under OSHA standards also include days of restricted work activity.)

SGP 0034461

GP 09

Injury Summary (cont'd) --

In 1975, we experienced 278 medical cases. From these, we lost 1,366 work days.

Based on the number of man-hours worked, our OSHA Incident Rate decreased from 15.23 in 1975 to 12.07 in 1976. (Our Division Incident Rate for 1977 as established by our OSHA Standards is 7.48.)

Lost-time injuries increased from 53 in 1975 to 76 in 1976. This resulted in an increase in our frequency rate from 14.52 in 1975 to 18.13 in 1976. (As our 1977 monthly statistical report will no longer reflect ANSI statistical data, we did not establish frequency standards. We will, however, continue to show a frequency rate on the report based on OSHA statistical data. This frequency rate will be based on lost work day cases which will not include days of restricted work activity.)

Our 1976 industrial injury experience was somewhat less than good, with little improvement realized from our 1975 experience.

1977 will be a challenging year for all of us. If we are to meet that challenge, each operation must analyze in detail its 1976 injury experience and establish meaningful programs to control injury problem areas. From the 253 case study attached, we find that 57% of our industrial accidents during 1976 involved the eyes, back, fingers and hands. If you will recall, these are the same three parts of the body that were involved in 62% of our 1975 industrial accident cases. I would, therefore, request that each operation key in on these target areas again in your 1977 safety programs:

1. A good eye protection program;

2. An employee education program on proper lifting techniques;

3. Through a study of finger and hand accidents, make a concentrated effort to control and eliminate this type of injury;

4. Strict enforcement of safety rules and regulations.

If you need or desire assistance in setting up your 1976 safety programs, please contact Hank Peele in the Eastern Region or Jack Brandrup in the Western Region. I am also available if I can be of assistance.

J. R. H.

JRH/cw
Attachment

*Distribution on Page 3

*Messrs. K. W. Brown - Acme
I. F. Weibel - Akron, NY
J. S. Jorgensen - Blue Rapids
O. B. Covington, Jr. - Brunswick
E. H. Allen - Buchanan
M. A. Palmowski - Chicago JS
J. E. Becker - Delair
D. M. Watson - Fort Dodge
C. G. Terry - Grand Rapids Gypsum
P. W. Larson - Lovell
R. V. Favero - Marietta
J. M. Graham - Nova Scotia
C. F. Hummel - Sigurd
D. F. Klus - Tigard Plant
P. J. Curry - Wilm., DE - Gypsum
L. W. Barrett - Ajax
E. M. Rigby - Pryor
A. J. Marchand - Thorold
T. R. Brady - Franklin
G. D. Profitt - Franklin
L. E. Winter - Acme
J. G. Darmstedter - Akron, NY
J. D. Williams - Blue Rapids
C. N. Tucker, Jr. - Brunswick
M. J. Maurer - Buchanan
M. A. Reece - Chicago JS
R. T. Capone - Delair
L. J. Kirby - Fort Dodge
T. R. Handwerg - Grand Rapids Gypsum
E. V. Fitzpatrick - Lovell
C. A. Spear - Marietta
R. L. Fraser - Nova Scotia
J. D. Holt - Sigurd
G. A. Ricards - Wilm., DE - Gypsum
L. L. Knott - Ajax
A. L. Smith - Pryor
J. W. Craig - Thorold

cc: Messrs. G. E. Wilson
J. A. Brandrup - Tigard Lab
J. W. Hart - Wilm., DE - Gypsum
E. B. Hollingsworth - Wilm., DE - Gypsum
H. W. Peele - Wilm., DE - Gypsum
T. W. Richards - Tigard Lab
K. L. Gipson
D. R. Greve - Tigard Lab
J. B. Moss - Wilm., DE - Gypsum
J. B. Park - Cincinnati Label
L. K. Ryder - Stamford
R. G. Tuttle

GYPSUM DIVISION
INDUSTRIAL ACCIDENTS - 1976 - STATISTICAL DATA
253 CASES



HANDS & FINGERS 29%

EYES 7%

HEAD 6%

CHEST & RIBS 4%

BACK 21%

GROIN 1%

ARMS 9%

LEGS 8%

FEET & TOES 7%

OTHER 8%

GYPSUM DIVISION
INDUSTRIAL ACCIDENTS - 1976 - STATISTICAL DATA
253 CASES

NATURE OF INJURY	
Strains/Sprains	32%
Cuts & Punctures	22%
Bruises	19%
Other	10%
Fractures	9%
Eyes	7%
Burns	1%

TYPE OF ACCIDENT	
Struck By	21%
Over-Exertion, Pulling, etc.	20%
Struck Against	19%
Slips & Falls	18%
Caught Between	15%
Other	7%

TIME OF DAY	
11 PM - 1 AM	3%
1 AM - 3 AM	4%
3 AM - 5 AM	3%
5 AM - 7 AM	2%
7 AM - 9 AM	15%
9 AM - 11 AM	20%
11 AM - 1 PM	11%
1 PM - 3 PM	14%
3 PM - 5 PM	11%
5 PM - 7 PM	4%
7 PM - 9 PM	6%
9 PM - 11 PM	7%

DAY OF WEEK	
Friday	20%
Wednesday	19%
Monday	17%
Thursday	16%
Tuesday	13%
Saturday	9%
Sunday	6%

UNSAFE ACTS OR CONDITIONS CAUSING INJURIES	
Unsafe Position	22%
Hazardous Method/Arrangement	20%
Untrained or Inattention	15%
None	12%
Unsafe Speed or Condition	11%
Failure to Use Safeguards	8%
Disregard of Instruction	7%
Unguarded/Defective Equipment	5%

AGE OF INJURED	
41 - 50	23%
26 - 30	15%
51 - 60	15%
36 - 40	14%
31 - 35	14%
21 - 25	11%
18 - 20	6%
61 - 65	2%

Georgia-Pacific

intracompany memo

Ok

to *See Below location

from J. A. Brandrup location Tigard

subject SUMMER EMPLOYMENT date January 19, 1977

*TO: Mr. K. W. Brown - Acme
Mr. J. S. Jorgensen - Blue Rapids
Mr. D. M. Watson - Fort Dodge
Mr. P. W. Larson - Lovell
Mr. C. F. Hummel - Sigurd

cc: Mr. T. W. Richards - Tigard

It is again time to take a look at our needs for temporary summer employees to relieve for vacations, etc. We have been receiving several applications from junior and senior students in Mining Engineering throughout the mid-west.

Please consider employing one or two of these applicants not only as mine or quarry employees, but for any temporary summer job. It is a good chance for us to take a good look at these people as future permanent employees after their graduation.

Please let me know your thoughts on this matter as soon as possible. Thank you.

Jack

J. A. B.

JAB:jg

SGP 0034466

GP 09