

Summary (continued)

Asbestos containing gasket materials will remain cost-effective this time around. However, the ultimate goal of NIOSH is to ban the use of asbestos, which means regulatory pressures will continue for many years to come. If we do not begin a serious effort to develop non-asbestos substitutes, additional "crash programs" can be expected.

Recommendations

The above assessments raise questions about company response to impending government regulations for environmental exposure to asbestos. In order to minimize the economic and timing impacts of these regulations, the Company must increase response in the following areas:

1. Initiate Advanced Engineering projects in the PEO's to develop alternate materials for friction, gasket and insulating components that contain asbestos. The October 7, 1978 Transmission and Axle Engineering Non-asbestos Material Program (Attachment I) is an excellent example. The suppliers must be made aware that we are seriously interested in alternate materials so that they will expend the necessary R&D efforts. Additional manpower will be necessary to assist the already over burdened PEO's. Responsibility: PEO's (Advanced Engineering)
2. It will be necessary to increase the capability of the Friction Materials Study Group within Research Staff to provide parallel support for engineering projects. Responsibility: E&RS
3. A firm company policy must be adopted for asbestos usage. Attached is a Car Engineering Practice Letter signed by the Vice President, Car Engineering (Attachment IV). Responsibility: VMD&P
4. Because of the lack of a formal mechanism to follow progress in this area, periodic reports must be made to management via the Engineering and Research Subcommittee. Responsibility: PEO's (Advanced Engineering)

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