So I say the same thing, you must keep in mind here, you have them in your steam pipes, your steam tunnels and various other confined places. You are going to be ripping out asbestos for 20 years, so substitute now and wait until you are ready for retirement and then you'll see the end of the problem and you can tell youngsters when they come aboard, we used to tear out amosite.

In 1942 we replaced, for sweat control on cold waterpipes, the hair felts and put in amosite there too. Our first substitution was in 1958, not for health reasons, but for sonar reasons, we began to use plastic elastomers for sub hulls. They were so nice in the sub hulls, we now use them for all antisweating applications for cool water pipes.

In 1962 we began to use calcium pipe instead of pure amosite pipe. Let me show you what happened when I came to the Navy Department. We have completely substituted the amosite pipe. Can you imagine a youngster, like me, going into the shipyard which has a rough and tumble bunch of fellows (they have two beers for lunch) and tell them we were quitting in five years with this amosite pipe. They were in love with it. They waited until they could become supervisors to use it. They say it will be used and no one will use anything else. We tell them by decree that they're going to use this. They don't like it. That is one of the problems of substitution you'll have. So what do you do, play them off against one another. You have to convince the next person in line to use the new and better material. So that when he becomes boss, he naturally carries through with your ideas. I think you too have that decentralized point of view. When you run into opposition, turn the other guy loose on the other.

DUP 0902057