



THE STOCK LINE

Berlin-Gorham Operations
Berlin-Gorham, New Hampshire

Vol. 1, No. 1

April, 1985

EDITORIAL

By "Hunky" Rodrigue

This is our newsletter - yours and mine! The purpose of this newsletter is to promote unity, share information and communicate with all J.R. employees (and have some fun in the process).

This is our first issue and we will publish an issue every other month and maybe somewhere down the line, once a month!

In future issues we plan to feature articles concerning safety, capital improvements, personality profiles, and services. We'll keep you up-to-date on business conditions, our competition and how we are doing. We'll also include promotions, retirements, and transfers throughout the Berlin/Gorham plants. We want to feature a department in each issue, from start to finish, so you can see how the rest of the mill operates! We want to keep you informed about new committees being formed throughout the mill such as the Safety Action Committee and a woman's task force for E.E.O. (Equal Employment Opportunity). We want to have a "Man on the Street" section, where we'll interview you to get your opinions and ideas about things pertaining to the work area, and current events!

Now, doesn't that sound like fun??? We have a lot of good ideas we're just dying to print for your reading enjoyment and we're also looking for ideas from you!

So, if you have an idea you want to share with us, don't be bashful! Write it down and send it to me - "Hunky" at Employee Involvement - Engineering Building.

To make this newsletter a success, we'll need feedback from our employees - speak up! OH! And comb your hair . . . we might be taking your picture to put in the newsletter!!!! Smile!!!

SAFETY ACTION COMMITTEE

Attacks "Attitudes" For Safer Mill

by Mark Tasso

Let's talk a minute about SAFETY. Now that you have seen and read the word, take a second and consider your reaction to it. If that reaction was "Oh God, here they go again," or any similar negative reaction, paint a bullseye on your chest, because you're one of the targets of next year's Safety Action Committee.

The Safety Action Committee is designed to be a dynamic group taking an active role in preventing accidents.

Wait a minute! Dynamic, what's that, and active, what do you mean with that one. Well, dynamic as opposed to static means it's in motion or it's doing something and active instead of passive means making something happen instead of waiting for it to happen.

Next year's Safety Action Committee has been broken down into three subcommittees: Recognition and Publicity, Training, and Work Team. The Recognition and Publicity subcommittee is charged with publicizing all activities, awards, promotion campaigns, etc. concerning the safety program. It is further charged with developing a recognition program that is fair, simple to administer, and is designed to recognize and give credit where credit is due for significant achievements in safety performance.

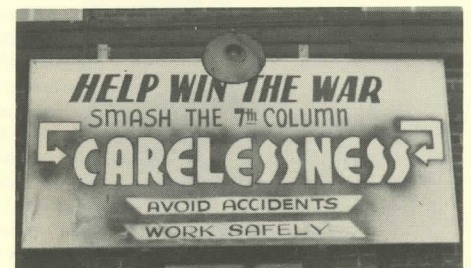
The mission of the Training subcommittee is to "Develop and encourage improved attitudes toward safety through the use of training aids." This subcommittee will be targeting substantial improvements in safety meetings utilizing the Employee Involvement process. Their objective is to provide the first line foremen with the necessary training and practice to conduct quality safety meetings geared to good communication and problem solving instead of the traditional gripe sessions.

The third subcommittee is a Work Team and in that regard they will be breaking some new ground. Their function, simply stated, will be to identify safety problems of any nature and then work together with the people, both hourly and salary, in the affected area to resolve the problem. They will be visiting safety meetings and using historical data to target problems, and their purpose is to act as a resource to help solve problems.

Well, there you have it in a nutshell; sounds easy and looks good on paper. All it takes is people to make it happen. There are some darn good people on the SAC, but it will take all the people on the ranch to make it work.

The Safety Action Committee isn't responsible for your safety. When it comes right down to the bottom line, the only person responsible for your safety is YOU!

The one overriding problem with our safety record - that we have heard time and again - is attitudes, on both sides of the fence. Until we can all truly think, talk, and act safely, with dedication (not lip service), we won't be able to achieve the type of safety record I would like to see. I think we can honestly say that we have met the enemy, and they are US!



Burgess Time Office - Safety Slogan January 1944.

GUEST COMMENTARY

Edward V. Ferrari
President, Local 75

NEW WORKER

America, from the time of its discovery, was regarded as a land rich in opportunities. They must have seemed endless to the early settlers.

Vast untapped natural resources challenged the early settlers; trees for shelter and land to be cultivated to plant crops. The only price one had to pay for the land was long hard working hours with no guarantee that it would sustain family life. The pioneer family met the challenge with determination, and most succeeded. In the new wilderness they were free to reap the benefits of their toil. Why not? They came here to escape the tyrants of the old order for a new beginning, an experiment in democracy, the first American dream.

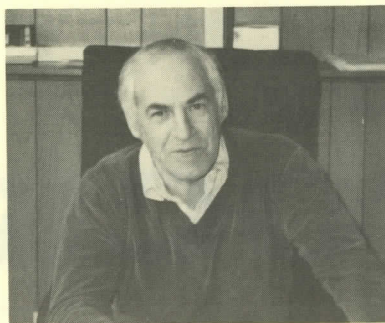
The farm became America's first economy, but the farmers soon needed assistance and were forced to go outside the farm for help. The new port villages were concentrated with a growing population. This created people looking for work. The farmer tapped this resource, called the wandering work force. They were called "mechanicks" and fit the needs of the farmers. They traveled from farm to farm doing odd jobs. With the increase in population new villages were built. The few shop keepers were forced to hire help to keep up with the supply and demand. Unwillingly, the labor force soon lost its independence and began working under the authoritative rule of the shop keeper. When the shop keeper became wealthy he used his special interest to enforce laws mandated by the English government. In early America if you could not prove ownership you were prohibited the right to vote. It was beneficial for the special interest group to refuse franchises to laborers. Resulting from this, the laborers formed a secret society called Sons of Pioneers. This group rebelled for higher wages, better working conditions, and the right to become first class citizens. The famous slogan "no taxation without representation" was their battle cry.

Today union workers have inherited a proud tradition from the early settlers. They were the front runners of our union movement. Unions have won the right for shorter work hours, new pay scales, a living standard the envy of the world, benefits to provide hospital, medical and weekly income in time of sickness, paid vacations for leisure time to enjoy family life, and pensions, a safety net for retirement.

Yet, the average worker has a feeling of resentment within the system, and seems to have no concern for his needs or respect his position. If this issue is paramount, how can we overcome resentment? Unfortunately, business and union leaders did not learn the lesson of the last ten years and union working people have changed local leadership on an astonishing rate. During this transition many businesses remained indifferent and failed to recognize that the new workers were militant. When profits declined and customers complained because of dissatisfaction paying for a product that did not meet their expectations, industry was rocked with a revolution more or less peaceful, and the enemies of labor capitalized because unions failed to communicate. The general public was misinformed and blamed labor. The rhetoric of the day was "hate unions", union people are selfish", "unions are responsible for recession and inflation", "destroy unions, they're too powerful". This powerful force of union-haters is none other than the Right-to-Work Committee fortified with millions and with one purpose in mind - that the union labor force would be compelled to work under state legislation commonly known as the Right-to-Work Law. Local 75 can be proud because it was instrumental in defeating the Right-to-Work Law in New Hampshire. But the image of unionism is tarnished. The new worker can restore the labor movement with new understanding and common sense. He must have the courage and pioneer spirit to scale the barrier that separates employer and employee. The problems are in the work place not in Washington.

This letter is only an observation based on my years that I have had the opportunity to exchange views with governors, many senators, and two presidents who were concerned about the problems facing labor but unfortunately failed to understand this "blue collar blues". We need new understandings, free from fear, uncertainty, and harassment, and the right to free opinion to regulate "job enrichment programs" with management.

When I speak of new understanding it simply means giving the working people more lateral movement and on-the-job decision-making opportunity. We were brought up in an era of regulations indoctrinated with management rights and union rights. Let us create an atmosphere of a new experiment in collective rights. The new experiment does not have to infringe on the right to manage or ask the workers to give up contractual rights, because they are the foundation that can build an institution of unity so badly needed in the work place. New understanding could create jobs which make people feel like they're accomplishing something and doing what's right. High speed equipment to compete in today's industry is progress but the problems resulting from new machinery must be solved and are long overdue. Gigantic machines and working people have failed to create a harmonious effort and are the main cause of distrust and hard feelings and have destroyed dignity. Unfortunately, high-speed machines are here to stay with more to come and new horizons to be reached, to ensure the worker that the machine will not control him, rather he will control the machine. The new worker is saying and we should listen - "No matter how hard I work on a bad machine, if the product doesn't come out right, I am dissatisfied." Collective experience can only work if management and the work force become creative on joint decisions without fear of job reduction and job security. This would, in my opinion, rescind many years of distrust and hard feelings; most of all, it would restore dignity to all parties, and give everyone the right to enjoy the fruits of their labor. If we disagree, we have one choice, let us all find a planet of our liking in the vast universe and live our lives independently.



Ber-Gor Bits

Mark C. Tasso has been promoted to Operations Manager of our Berlin Pulp Division. He will now be responsible for manufacturing, maintenance, technical and the utilities/functions in that area. Mark has been with B/G since 8-20-73.

Ray Theriault and Michael (Rip) Santone, Jr. have been promoted to Foremen in the Converting Department of A.P.D. Ray was formerly a #43 Operator in that department and has been with B/G since 4-27-77. Rip was employed as an Adjuster A in A.P.D. and has been with B/G since 6-8-78.

Deborah Hirsch has been promoted to the position of Facilitator/Trainer in the Employee Involvement Department. Her extension number is 2307.

Shirley Jackson has been hired on a permanent basis in the Employee Involvement Department in the Secretarial position. Her extension number is 2329.

Greg Nolin has been promoted to the position of Facilitator/Trainer in the Employee Involvement Department. His extension number is 2341.

Jim Kohler comes to James River Corp. as Product Development Engineer - Cascade Mill. Jim's past employment was with Burroughs Corp. in Macedon, NY where he was Manager of Development and Quality Control.

Your support of these people with their new responsibilities will be appreciated.

RETIREMENTS

JANUARY

Warren Johnson	Casc. Sths.	35 yrs.
Gerald "Pat" Marcou	APD	43 yrs.
Edward Willard	APD	42 1/2 yrs.
Arthur Tanguay	CPM #1	34 yrs.
Grace Lebel	Burg. Yd.	26 1/2 yrs.
Francis Kilbride	Casc. Maint.	34 yrs.
Leo Jensen	Power	37 yrs.
Donald Gauthier	APD	43 yrs.
Lucien Duchesne	Burg. Maint.	43 yrs.
Henry Bertin	Power	43 yrs.
John Bigl	APD	43 1/2 yrs.
Ernest Allain	Casc. Yd.	33 yrs.

FEBRUARY

Raymond Bedard	Burg. Maint.	39 yrs.
Raymond Albert	Burg. Maint.	35 yrs.
Arthur Paulin	CPM	37 yrs.
Oscar Dupont	Power	41 yrs.

MARCH

Wilfred Bertrand	Engineering	34 yrs.
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SAFETY TIP

- Don't trust your luck . . . Most accidents are caused by factors you can do something about!

Off the Cuff

"Have you noticed an improvement in safety awareness in the mill?"

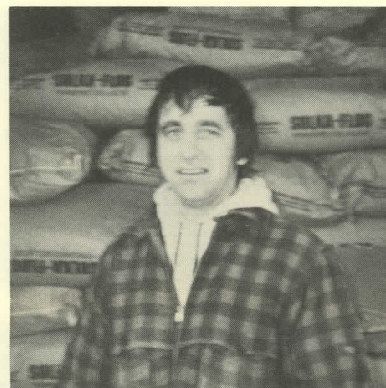


Maggie Vachon - Towel Room

"I think they're pushing it too much. People are going crazy. I don't think it's good, because the people are fed up cause they're pushing too much and they're afraid to report an accident after."

Dick Berquist - Floe

"Yes. Men are more aware of safety on their jobs. The company incentive program helps this a great deal."

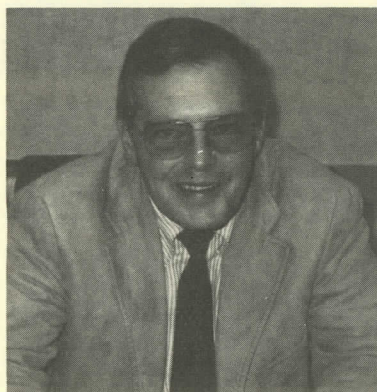
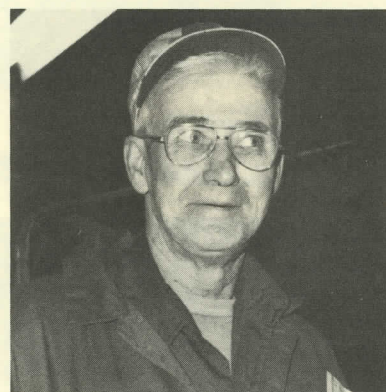


Leo Turmel - Cascade Maintenance

"In some areas, yes I do. Well, the guys are watching out for each other a little more, but I think some of the bosses are still a little lapse when you make a report on an unsafe condition. Of course, they are trying their best, but I think they could do a little more. I have a buddy who lost an eye on account of not being careful. When you think of that, it makes you a little more aware."

Gerry O'Neil - Burgess Maintenance

"Not necessarily. Still not picking up their waste, there's stuff on the floor, cleaning their mess up."



Jay Aylward - Cascade

"Over the last 2 years we have seen a definite awareness and improvement in specific departments. More so in the Shipping area and Paper Machine areas than in the Maintenance area where we feel we still have a considerable distance to improve."

Paul Deblois - Salvage

"Yes I see a big increase in awareness of safety in the mill because one main factor is when someone gets hurt now, they see how the person got hurt and why he got hurt and what they can do to prevent the person from getting hurt the following time he's on the same job. A lot of safety meetings that they got, they showed us how to "Take Two", how to think before you do your job and everything else and I think it helps out a lot."



John Bouchard - A.P.D.

"Well, yes. I see a great deal of safety awareness in the Shipping area. I can't speak about the rest of the room. There are different techniques. A Safety Steering Committee member is down here and he's on the ball about safety awareness."

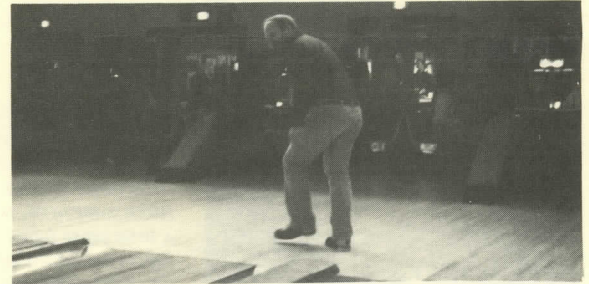
Bob Dinsmore - Burgess Technical

"Yes, I do. I notice that the men are always asking about what should be used for safety equipment and making sure the equipment is available and that unsafe conditions are fixed."



Another Success...

7th ANNUAL BOWLING "FREE-FOR-ALL"



APD NEWS

Congratulations to the employees on No. 9 and No. 10 Paper Machines for completing 3 years without having a Lost Time Accident. This is an excellent accomplishment and reflects a very positive attitude toward working safely by all in that department. The crews and supervisors are to be commended for their safety awareness, effort at performing their jobs in a safe manner, concern for each other and teamwork.

The rebuild on No. 9 Paper Machine was completed in January. After some start-up problems, the machine came up to the design speed promptly. The major changes were: upgrading the drive to achieve a 10% productivity increase, safety related modifications to the reel, new Yankee pit agitators and several improvements in the fourdrinier area. The new forming board and foils at the wet end have provided a sheet with

much improved formation and quality. The new Warehouse Expansion is complete and the building is occupied. This additional space has allowed us to maintain a more complete inventory of finished goods so that we can provide the required products and prompt deliveries for our customers.

WANT TO SHARE IN YOUR COMPANY BUY STOCK!

By: Jack Yusko

The JAMES RIVER STOCK PURCHASE PLAN is available for all Berlin/Gorham employees (both hourly and salaried). At the very least, we can characterize James River stock as having been a good investment.

Since the acquisition of the old Brown Company by James River in late 1980, the participation rate among our employees in the STOCK PURCHASE PLAN has steadily increased, from 510 in early

1981, to over 870 presently. Along the way, some very nice things have occurred to our stock. In both 1981 and 1983, the stock split as a result of the company's exceptional performance which, correspondingly, added to the value of the stock. In July, 1984, the STOCK PURCHASE PLAN was improved by increasing the company's matching contributions in the 1-5% range and by offering the tax-deferred option.

Purchasing shares of company stock is an excellent way to invest, not only in your future, but also in the future of your company. Any employee who is not yet participating in our stock plan and who wishes to do so should contact Zanita Hawkins or Rita Erickson at Industrial Relations, for information concerning the next open enrollment period.

CAPITAL IMPROVEMENTS

Major Rebuild for No. 4

By: Claude Pigeon

Number 4 paper machine will soon be buzzing with activity as preparations for a major rebuild get under way. Commercial Welding has been selected as the general contractor and is already preparing for the April 29th shutdown. The anticipated start up date is May 19th.

The rebuild of No. 4 paper machine is one of the most ambitious and extensive rebuilds in the history of the Cascade paper machines. The design work was done by Simmons-Eastern under the direction and supervision of James River's Engineering Group. The rebuild is the culmination of eight months of intensive work by the design team.

The scope of the project is extensive with some of the elements in the stock pulp area being:

- New saveall and white water closeup
- New blending system including chests, pumps and instrumentation
- Additional capability for handling purchased pulps
- Integration of machine and other dry broke furnishes for better control
- Modification of the existing pulper system to use purchased pulp bales for special grades and hardwood

Control of the existing and new stock

systems will be accomplished with a Measurex "Vision 2002" distributed system. The Vision System is a state of the art microprocessor-based computer with a capability for future mill-wide control from raw stock to shipping label. This system will enable the employees of the Cascade Paper Division to improve the quality of existing grades and to produce new grades for markets which previously were, for technical reasons, "closed" to us. For example, to produce pharmaceutical grades of paper, all the individual components, stock, binders, fillers, etc. mixed into a particular lot must be tracked and logged to that lot number. The logistics of such a task are staggering but within the capability of the new computer system.

Major changes are also under way in the stock approach equipment including a new fan pump, cleaners, and refiners as well as modifications to the existing cleaners, pumps, and piping.

At the wet end of the machine, changes will include the construction of a new white water silo, couch pit and seal pit, the consolidation of existing vacuum systems for the presses, couch and flat boxes with a new vacuum pump and associated controls. A new four-drinier similar to the one on No. 3 paper machine will be installed, enabling the crews to install a new wire in an hour or less.

A major modification to the 2nd press will change the felt run to allow for the installation of new dryers.

The dryer section will undergo a rearrangement resulting in a new configuration of three sections consisting of ten, fourteen and ten dryers. Some modification of the existing hood will be required to accommodate the new dryers. The dryer steam and condensate system will be modified for increased efficiency and energy savings.

The size press will be relocated and inclined, resulting in a longer draw for better size absorption.

One of the most obvious and significant changes will be the installation of D.C. drives and the elimination of the lineshaft. D.C. drives are variable speed enabling much finer tuning of section speeds. Removal of the old line shaft, a maintenance nuisance, will free a large amount of floor area for improved serviceability and future equipment.

When all the improvements have been completed, No. 4 machine will be capable of running at 1500 FPM on light-weight grades and will average 1400 FPM (present speed is 1000 FPM).

Considering that No. 4 machine was installed in 1903, the task of keeping abreast of current technology and commercial viability is formidable and somewhat akin to rebuilding a Stanley Steamer and racing it at Daytona Beach.

WEIGHT WATCHERS

The Winning Team At The Work Place

Has losing weight been a frustrating game for you? Well, cry no more! Weight Watchers has a plan, with the working person in mind! This is not a "FAD DIET". This program is geared to successful weight control and loss, while promoting good health! You will learn about good nutrition, and eating properly. The program also has a great deal of hints to curb your appetite and win the "weight-loss game!"

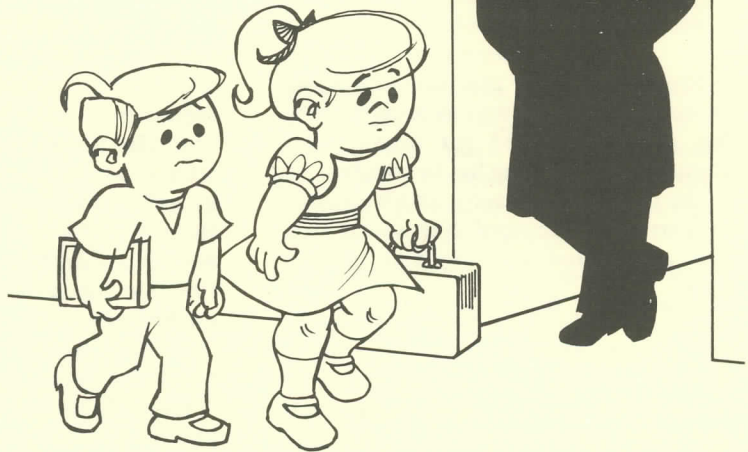
To date, 31 employees (or family members) have signed up for the first 8 week program. The next program will begin April 29 - for 8 weeks. Anyone interested in more information should contact Rena Pelletier, Head Nurse, at Industrial Relations by April 22, extension 2518.

Spring is coming and now is the time to shed those extra pounds you put on over the holidays — so you'll feel good about yourself this summer!! If losing weight is a problem for you, call Rena for more information about the Weight Watchers program for the working person!!!



View of Burgess Mill at Berlin.

**TEACH THEM
NOT TO
TALK TO
STRANGERS**



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