

No. 4 Speeding Up

Has New Dryers and Slice

Longer legs and a bigger appetite have been given to the Cascade Mill's No. 4 paper machine, which has resumed production after a 10-day shutdown in July during which major improvements were made on it by Company construction crews.

In order to insure continued high quality of the Nibroc papers made on it, No. 4 machine has been undergoing progressive modernization ever since 1955. The work just finished virtually completes a program intended to give it greater flexibility of operation and the ability to work interchangeably with its stablemate, No. 3 paper machine, on high quality offset printing papers, coffee and flour sacks, saturating and gumming papers.

Longer legs to a paper machine mean greater machine speed. This in turn means increased drying capacity. More than 4 months ago, 10 new high pressure dryers were ordered to replace older ones which used 35 pound pressure steam. The new 75-pound pressure dryers are also equipped with special bearings to reduce friction and permit operation at greater speeds.

Installing these 10 new dryer rolls on No. 4 involved the almost complete dismantling of the first dryer section. This complicated procedure was made even more difficult by the fact that the aisle between No. 3 and No. 4 machines is slightly narrower than the length of the dryers themselves, and the dryer rolls had to be swung cross-wise in the aisle before they could be placed in position in the paper machine. Ed Boutin and Irving Quimby

supervised this phase of the operation, working on a two-shift basis to complete the work as rapidly as possible.

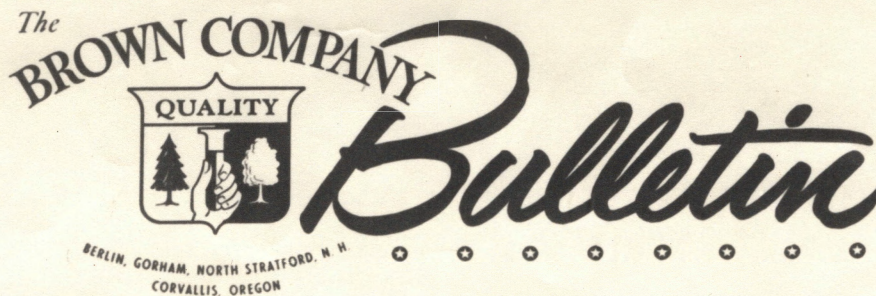
A number of new felt rolls were also installed by the construction crews under Boutin and Quimby, as well as a new lubricating system for the dryer bearings, and rope carriers which lead the sheet of paper through the dryer section on start-up or after a break in the sheet has occurred.

Because the 10 new high pressure dryers required more steam at greater pressure, new piping was installed where necessary by pipers from the Construction Department under supervision of Foreman Ray Albert.

While this work was going on, another crew from the Construction Department was engaged in taking care of the bigger appetite which No. 4 machine was going to have.

This crew, under the direction of Foreman Henry Gaudette, worked on the headbox, out of which the flow of stock comes to the Fourdrinier wire, put in a new Valley slice to control and equalize the stock over the wire, and new decks to govern the width of the sheet at the wet end. They also installed a suction box oscillator under the wire itself.

The modernization of No. 4 machine closely parallels similar work done on No. 3 machine last summer. It insures that Brown Company can meet the increasing demand for its fine papers in the immediate future, with quick service to customers who cannot wait long for delivery when they need paper in their own plants.



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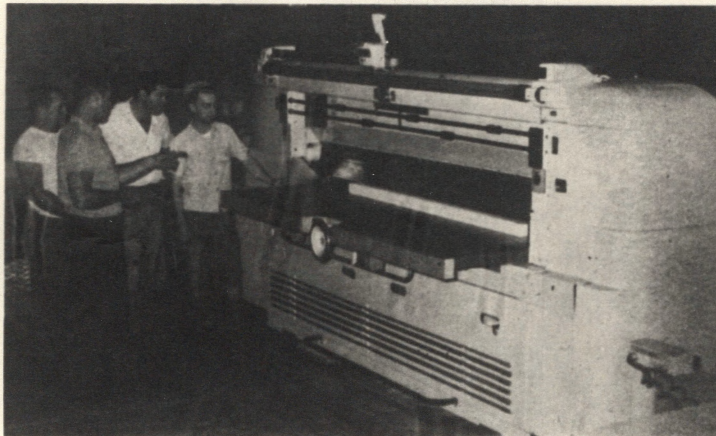
AUGUST, 1960

Crockett Is Bermico Super

David H. Crockett, formerly plant engineer at the Bermico plant in Berlin, has been made operating superintendent according to an announcement by Plant Manager Robert W. Thayer.

Mr. Crockett, who resides in Gorham, joined Brown Company in 1948 and has worked at Power and Steam, Central Engineering, and in the Cascade and Burgess Maintenance Departments before he assumed the duties of plant engineer at the Bermico Mill in February 1959. He is a graduate of Wentworth Institute where he studied industrial electronics and the son of Frank L. Crockett, retired member of Brown Company's Financial Department.

With Crockett devoting his entire time to operations at Bermico, Edward J. Desilets of 58 Labossiere Street, Berlin, who has been Master Mechanic at the Bermico Mill since 1950, will continue his responsibility for maintenance work, reporting directly to Chief Maintenance Engineer Harold J. Blackney.



SCHOOL FOR OPERATORS—Cascade employees who will operate the Seybold trimmer are instructed in its use by factory representative John Keeler. Left to right, Charles Downs, Mr. Keeler, Robert Plummer and Robert Vezina.

Cascade Finishing Department Gets New Trimmer

A gleaming new 100" Seybold trimmer, most modern equipment now available for trimming sheeted papers, has just been installed in the Cascade Paper Finishing Room and went into operation on July 27th.

The new trimmer is fully automatic and is equipped with an automatic spacer for greater speed and accuracy in trimming fine Nibroc offset printing papers into sheet sizes required by customers. With its 100" opening (the trimming blade is actually 111 3/4" long), the trimmer will be able to trim easily the largest size sheets normally used in the printing industry, which are more than 4' wide and 6' long. It will cut through lifts of paper 6 1/2" thick as easily as any

housewife cuts through a quarter-pound of butter.

The new machine has the latest safety devices and the trimmer blade cannot move unless the operator, using both hands, pushes two bars located well above the blade. These bars are positioned in such a way that one hand has to be used on each bar and both must be pressed at the same time to start the blade.

Installation of the Seybold trimmer will more than double the Finishing Department's capacity to trim sheeted papers and more important, makes it possible to handle the larger sizes swiftly and efficiently, with the accurate trim so essential to customers using fine printing papers. In the highly

competitive paper market, this ability to make prompt delivery of quality paper is often the key to getting and keeping customers.

To make room for the Seybold trimmer, the Finishing Department's 85" Smith-Winchester trimmer has been moved to one side but will be kept in reserve and installed if needed.

Installation of the trimmer was supervised by John F. Keeler, a representative of the manufacturer Harris-Seybold Company, and Brown Company construction foreman Irving Quimby. It will be operated by Robert Vezina, Charles Downs, Francis Cellupica and spare operator Robert Plummer.

Accidents Cost Money

The dollar cost of accidents in the mills is now revealed by a new form of report being issued by the Labor Relations Department to supervisory employees of Brown Company.

In the past, when an accident to an employee occurs, the first questions usually asked by fellow workers and supervisors have been "Who was it?", "What happened?", "Was he hurt bad?" and "How long will he be laid up?"

Almost no one, and this probably includes members of management as well as fellow employees, ever asks "What's it going to cost us?" The subject isn't even mentioned. People just think "Oh well, the Workmen's Compensation will take care of

insurance carrier, and it isn't Company employees through payroll deductions or otherwise. It is Brown Company, solely and exclusively, which pays for every dollar spent for medical or hospital expenses, or weekly benefits to injured employees in lieu of wages, and in addition, pays Liberty Mutual to handle the program.

To get across the message that accidents do cost money, Labor Relations has started itemizing the expense in a detailed report which tells who was hurt, when and where, and if possible, why the accident occurred. The name of the supervisor is included in the report, since accident prevention is a direct responsibility of supervision as well as an incidental responsibility of all employees.

The total cost of workmen's compensation at Brown Company is carried as an item of general mill overhead, with a fixed proportion being charged to each mill on the basis of mill payroll. This does not reveal the true cost of compensation arising out of accidents at each mill. The new report, however, will reveal to each mill or department manager the actual cost of accidents so that they will know whether they are being charged more, or less, than what they should be.

All employees of the Company, and their foremen or department heads, should take pride in doing a good job.

Doing a good job means more than efficient output of goods or services with high quality and a minimum of rejected work. It means production of goods or services at the least possible cost. Only by reducing lost time accidents can this cost be kept down.

Here is the record as disclosed in the Accident Report for June 11th which covers the period from May 15th through June 11th:

Seven accidents occurred this year compared to six in the same period last year. Two of them involved men in the Burgess Maintenance Department, one was in Burgess Operations, one was in Cascade Operations, one was in the Onco plant, and two happened at the Hardwood Sawmill. They cost the Company (estimated at the time of the report) 188 days of lost employee time. For the year to date, over 600 days of lost time accidents have occurred.

Cost-wise, several mills show marked improvement over their last year's record at the same time. Burgess operating and Burgess maintenance departments show substantial reduction in the cost of accidents. Cascade operating and maintenance have substantial increases in cost of accidents over last year. The next issue of the Brown Bulletin will summarize the results to date for all mills.

Bermico Div. Reorganized

Murray Is General Manager

A new organization chart for the Bermico Division of Brown Company has been issued by Vice President Malcolm T. Murray, who heads the division as its General Manager. Mr. Murray, a resident of Wellesley, Mass., has his office in Boston but spends a major part of his time on production and distribution matters at Berlin and other plant locations.

In general charge of all Bermico sales under Mr. Murray is Robert E. Cross, sales manager of the division. Mr. Cross, formerly of Buffalo, New York, joined Brown Company in 1959 and has his headquarters in the general sales offices of the Company in Boston.

Berlin

Production and operations at each of the three Bermico plants is under the control of a plant manager reporting directly to Mr. Murray. At Berlin, the plant manager is Robert W. Thayer, assisted by his newly-appointed operating superintendent David H. Crockett. Thayer has managed the Berlin plant since 1954.

Corvallis

In charge of the Corvallis operation is Bernard M. Guthrie, who joined Brown Company in 1956 when the Company purchased the mill shortly after it went into commercial production of fiber pipe. Mr. Guthrie designed and helped supervise installation of much of the im-

proved machinery used for making Bermico at Corvallis, in Brown Company's new plant at Birmingham, Alabama, and in the plant now under construction at Hamilton, Ontario. His operating superintendent at Corvallis is Norman H. "Hal" Desart.

Birmingham

Heading up the operations at the Company's Birmingham, Alabama plant which is now in full production, is Vice President Robert W. Andrews. Mr. Andrews was formerly located in the Berlin manufacturing operations and supervised much of the construction at Berlin in the past five years. He has been responsible for the building of the Birmingham plant and its recent start-up. Mr. Andrews is assisted by Donald Welch, operating superintendent, who was transferred from Berlin to Birmingham several months ago.

Hamilton

The Hamilton, Ontario Bermico plant is expected to go into production late in 1960. This plant is operated by a separate Canadian corporation known as Bermico Products Limited. It will be supervised by Edward G. Spencer, formerly associated with Building Products Limited, senior partner in the joint venture with Brown Company.

Brown Company's Aero-Com-mander has logged over 200,000 passenger miles since March 1959.

Deer Have Last Laugh

Hunters who stalk through Brown Company woodlands don't always get their deer. They get trees instead, as a clean-out of the Kraft Mill blow tanks over the July 4th weekend has revealed.

More than two pounds of old bullets, ranging in size from .45 caliber slugs down to the popular 30-06 and .22, have come out of their final resting place in trees. Now they see the light of day once again, as the spruce, fir and hardwood of the North Country is harvested, cut into pulpwood, and delivered to the Company mills at Berlin.

Some of the assorted pieces of lead are jacketed with copper, others have mushroomed to double their original size. Many have been sheared off by the blades of the chippers which cut the 4' lengths of pulpwood into chips.

Kraft Mill superintendent Adrien Creteau supervises the periodic cleanout of the blow-tanks, which is normally done twice each year. He explains that the bullets go through the screens at the chipping plant because they are smaller than acceptable chips, which are usually about 1" long, yet they are too large to go through the fine screens which separate from the chips those tiny slivers of wood not wanted in the digesters.

When the chips have been cooked into pulp in the digesters, they (and the bullets) are blown into the blow tanks where the pulp is agitated slowly, then drawn off. In the process, the heavy pieces of lead settle slowly to the bottom of the blow tank and remain there until it is completely emptied and cleaned out.

"The bullets don't bother us at all," says Adrien who is quite a hunter himself and has left his own share of bullets in Brown Company trees. "It proves one thing though. There would probably be a few less deer in the North Country if it weren't for those trees which stop the bullets first."

New Bulletin

To Publish As Monthly News Sheet Instead of Magazine

The Brown Bulletin, house organ of the Company in one form or another since July 1919, has departed from the magazine style which it followed between August 1952 and June 1960, and becomes a monthly news sheet for the immediate future.

The decision to convert the Bulletin to a news sheet was made after lengthy consideration of costs of publishing magazine, newspaper, or news sheet, and the relative effectiveness of each type of publication. The new form was adopted as the most practical way to improve the communication of Company news to employees and members of the community, while at the same time making a substantial savings in costs.

During its 41 year lifetime, the Bulletin has appeared in various forms as older employees will remember.

When it first appeared on the Berlin scene, the Bulletin was a 12-page magazine published monthly. It retained this form until May, 1931 when a fire in the plant where it was printed caused its suspension. During the next ten years, no Bulletin was published. This was the decade of the great depression, during which corporate reorganization took place at Brown Company.

In 1944 the Bulletin reappeared, under the name of Brown Company News. For four years it was a news sheet published in the Berlin Reporter. Then in 1948 it became a bi-weekly 4-page newspaper, resuming the name of Brown Bulletin. Brud Warren, now the editor of the Reporter, supervised this rebirth of the Bulletin.

In August 1952 the Bulletin was converted from its newspaper style to that of a magazine, with Jim Hinchey as its editor. For a time it was published monthly, then became a bi-monthly magazine. In December 1958 the Bulletin switched to the offset printing process, using Brown Company's own new Nibroc offset paper for its stock. This change permitted much more extensive use of photographs to illustrate the magazine, while at the same time reducing its cost of publication.

To go through old issues of the Bulletin is a fascinating experience. They record a history of the Company which is too easily forgotten. In the August 1919 issue, for example, one learns that the Company first adopted life insurance for its employees. Those early issues tell the Company's part in helping to win the first World War, with the production of spruce for making airplanes, chemicals for the production of gunpowder and gases, and waterproof fiber containers used in shipping gunpowder to Europe.

A year or so later, one reads how the Company, then engaged in the manufacture of vegetable cooking oil made from peanuts, won its patent infringement suit in the United States Supreme Court. Among personal items, one finds such thought-provoking items as "Sir Barton is some horse. If you don't believe, ask Cecil Manton", and "Howard Woodward has returned to New Hampshire State College after a summer cruising in Dixville".

Now the wheel has gone full cycle, but it keeps on turning. The important thing is not whether the Brown Bulletin is a single page news sheet, a 4-page tabloid, or a colorful magazine. The important thing is whether, in the months and years ahead, its contents record a new growth and increasing prosperity for Brown Company and the communities in which its plants are operating.

Cascade Leads Suggestion Winners

Employees at the Cascade Mill showed the most originality in making suggestions for improving Brown Company manufacturing methods or working conditions as seven men shared awards totalling \$90, according to the July report of the Suggestion Plan Committee. Other awards were made to three employees of the Power and Steam Department, and one each to men at the Chemical, Bermico, Riverside, Burgess and Kraft Mills.

Top award winner at Cascade was George R. Moreau, whose two suggestions both dealt with improvements in paper finishing or sheeting operations. Moreau received \$25 for one suggestion and \$10 for the other. \$10 awards for Cascade employees also went to Fernando Nolet, Oliva L. Gagnon, Robert Lavigne, Richard L'Heureux and Paul Gagne with a \$5 award going to Robert E. Cloutier of the Cascade office.

An open end award for his suggestion regarding a change in the dryer arms to insure positive discharge of tubes into the dryer

brought \$25 to Rodrigue Murray of the Bermico Mill. Open end awards are subject to review at a later date when experience with use of the suggestion permits the Committee to evaluate more accurately the merit of the suggestion. At such time, it is possible that the award may be revised upward.

A \$25 award went to Raymond Tellier at Burgess for his suggested new method of taking gas at the Pyrrhotite Plant. Other suggestion award winners in July were: Chemical Mill: Richard Lemieux (2 awards) — \$20; Power and Steam: Thomas H. Fortier — \$15, Otto Oleson — \$10, Norman Robichaud — \$5; Riverside: Daniel Gauthier — \$10; Kraft Mill: Leo Beaupre — \$10.

No top limits on suggestion plan awards has been set by the Company and in the past, several employees have received awards of \$500 for their ideas. One of these was an open end award to Hardwood Sawmill employee Edwin C. Thresher and was subsequently revised upward to \$750.

Littlefield Made Assistant Director Of Research

Walter A. Littlefield of Shelburne, formerly in charge of new product development, has been named Assistant to the Director of Research and Development filling the vacancy caused by the retirement of R. A. Webber.

Mr. Littlefield has been with Brown Company since 1929 when he joined the Market Research Division at Portland, Maine. From 1937 to 1954 he was manager of the New Products and Market Analysis Division, then became manager of the Division of Budget and Costs in the general sales offices in Boston.

In 1956 he was transferred to Berlin, becoming special assistant to the Technical Director and has been engaged in new product development work since that time. Mr. Littlefield is a graduate of Shaw Accounting College and the University of Maine.

Pickford Retires After 47 Years



WILLIAM J. PICKFORD

William J. Pickford of 107 Madigan St., Berlin, Superintendent of Trucking in the Woods Department, retired August 1st after 47 years of service with Brown Company. "Bill", as he is known to hundreds of woodsmen and

truckers, attended St. Patrick's School, Berlin High School and Gleason's Business College in Montreal before starting work with the Company's subsidiary, Fitzgerald Land & Lumber Co., at Island Pond, Vt., in 1913.

Except for one five-month period in 1926 when he worked in the Bermico Mill, Bill has been a member of the Woods Dept. and has served as a camp clerk, scaler, fire patrolman and lumber grader. In 1943, he was shifted into the Woods Employment unit and became a labor recruiter, and in 1952, was made Superintendent of Trucking. He is married to the former Alice Boisselle of Berlin, and has one step-daughter, Mrs. David Yandow of this city.

Your editor asked Bill what his plans were after retirement. He said "None. If I wanted to work, I'd stay right here. It's the best place I know of to work."

Thursday night, 53 fellow employees gave Bill a retirement party at Milan Hill State Park.