

THE BROWN

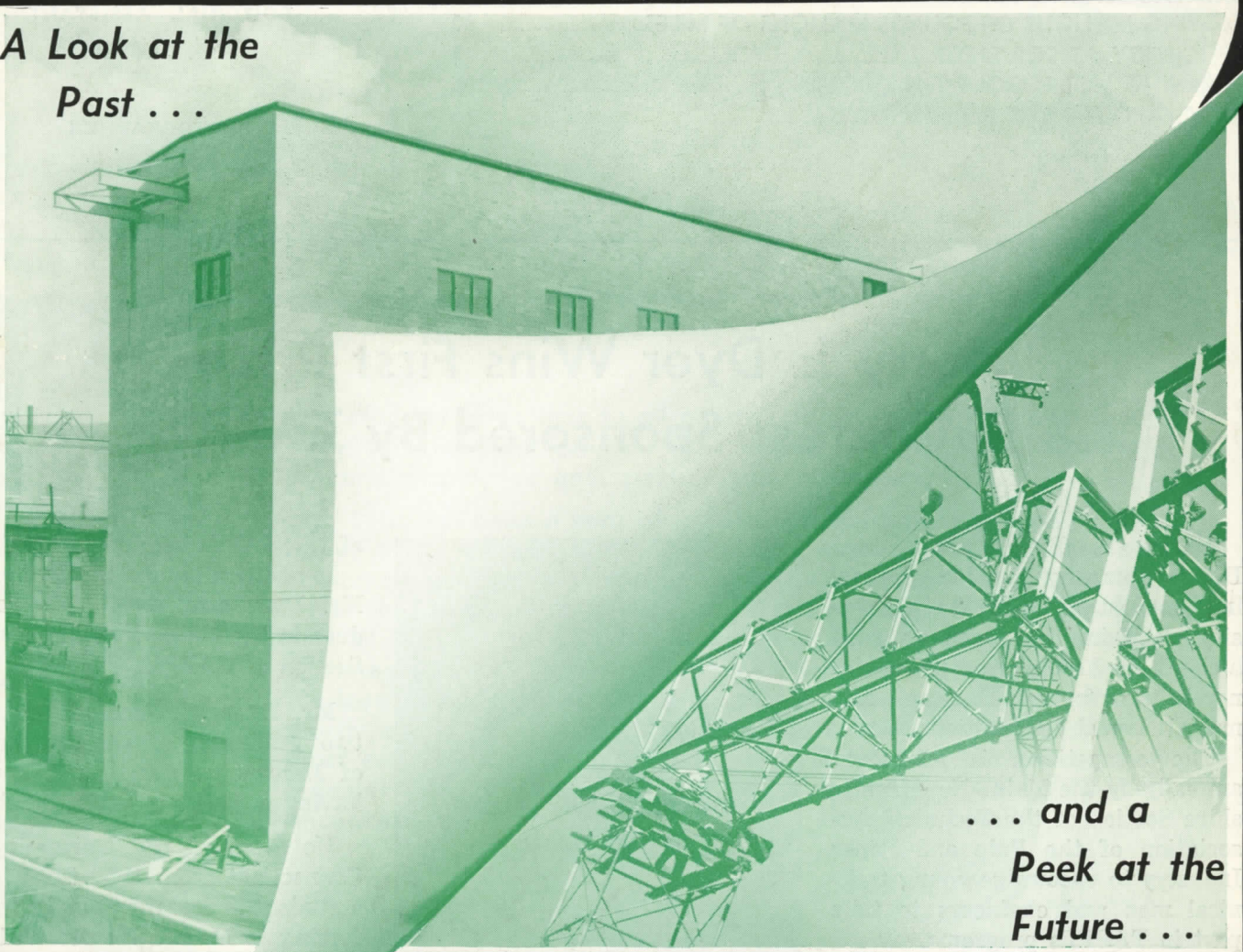
Bulletin

BROWN COMPANY — BERLIN, NEW HAMPSHIRE



December

*A Look at the
Past . . .*



*. . . and a
Peek at the
Future . . .*

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Harry L. Dyer Wins First Prize In Contest Sponsored By TAPPI

Harry L. Dyer, who joined Brown Company last June following graduation from the University of Maine, has been awarded a check for \$100 as first prize winner in the Worthen E. Brawn Memorial Award competition.

The competition is sponsored annually by the Maine-New Hampshire Section of the Technical Association of the Pulp and Paper Industry to encourage young technical men and engineers to take part in TAPPI's programs.

Mr. Dyer, who is working on wood evaluation at Burgess Mill, presented his paper on a pulp problem before the two-day convention



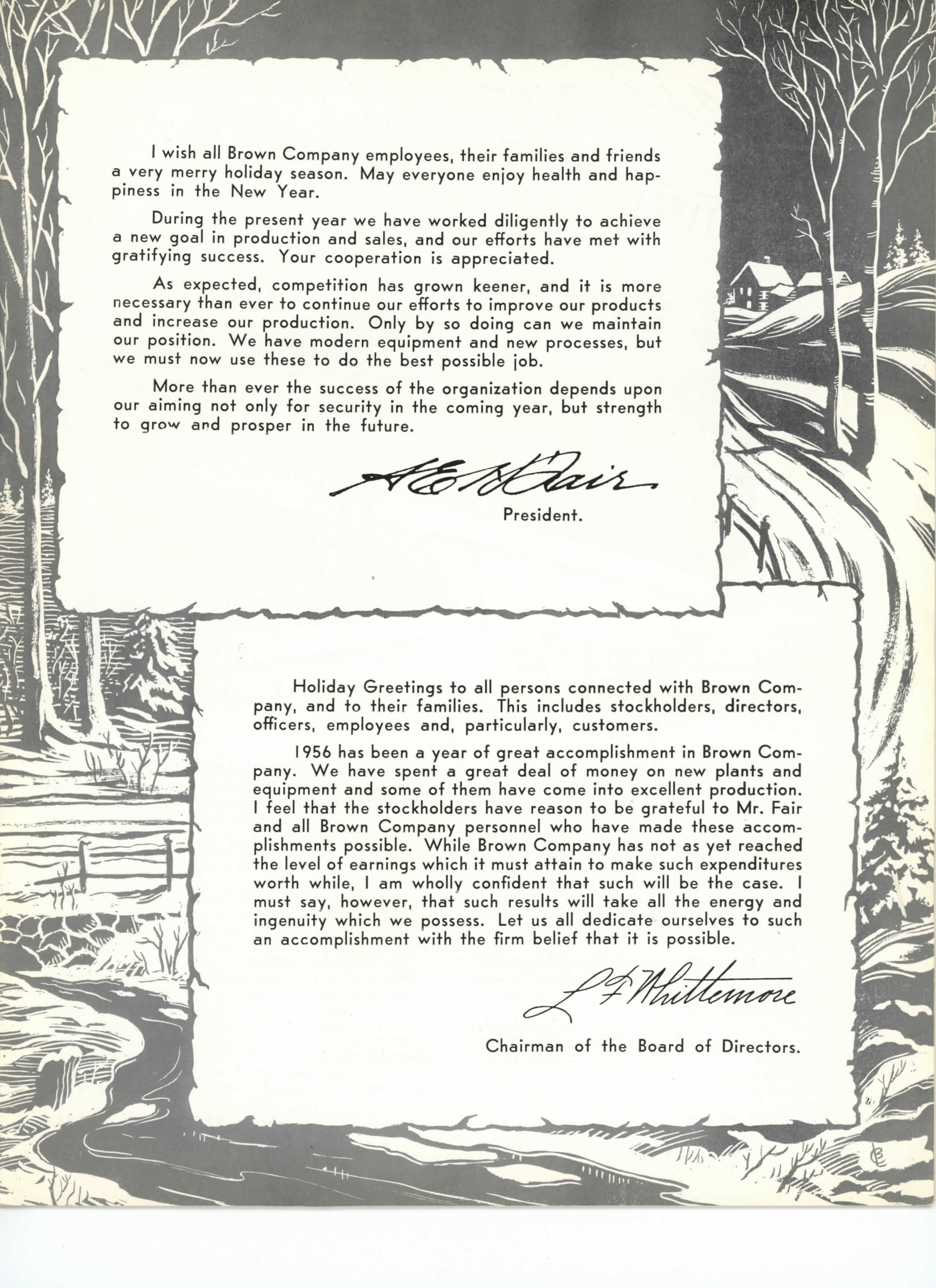
HARRY DYER

of the TAPPI section in Portland.

In addition to his \$100 first prize, Mr. Dyer also received a year's dues in the Maine-New Hampshire Section of TAPPI.

Mr. Dyer was one of the first two graduates of the University of Maine's pulp and paper course having a forestry background.

He attended the University of Connecticut from 1950 to 1952 as a student in forestry, before transferring to Maine. He received his bachelor of science degree in forestry in 1955, and then did graduate work in pulp and paper technique.



I wish all Brown Company employees, their families and friends a very merry holiday season. May everyone enjoy health and happiness in the New Year.

During the present year we have worked diligently to achieve a new goal in production and sales, and our efforts have met with gratifying success. Your cooperation is appreciated.

As expected, competition has grown keener, and it is more necessary than ever to continue our efforts to improve our products and increase our production. Only by so doing can we maintain our position. We have modern equipment and new processes, but we must now use these to do the best possible job.

More than ever the success of the organization depends upon our aiming not only for security in the coming year, but strength to grow and prosper in the future.

A. E. Fair

President.

Holiday Greetings to all persons connected with Brown Company, and to their families. This includes stockholders, directors, officers, employees and, particularly, customers.

1956 has been a year of great accomplishment in Brown Company. We have spent a great deal of money on new plants and equipment and some of them have come into excellent production. I feel that the stockholders have reason to be grateful to Mr. Fair and all Brown Company personnel who have made these accomplishments possible. While Brown Company has not as yet reached the level of earnings which it must attain to make such expenditures worth while, I am wholly confident that such will be the case. I must say, however, that such results will take all the energy and ingenuity which we possess. Let us all dedicate ourselves to such an accomplishment with the firm belief that it is possible.

L. F. Whittemore

Chairman of the Board of Directors.

This was 1956



TWO IMPORTANT EVENTS . . . The year 1956 saw the adoption of the Suggestion Plan, under which dozens of employees have won cash awards for ideas, and the purchase of the Blacfiber Pipe Company in Corvallis, Oregon, for the making of Bermico for West Coast distribution.

THE year of 1956 A.D. has been quite a year.

It has been a year of new plants and new programs.

It has been a year in which the face of Brown Company has had many changes, in which the company has not only expanded within Berlin and Gorham, but throughout the North Country and to the West Coast.

It has been a year of physical changes to plants, and at the same time a year of expanding programs among employees.

The story is a familiar one, but at year's end it's always good to look back at accomplishments — and then look ahead to future goals.

First, the year 1956 A.D. —

A new bleachery, the start up of the first chlorine dioxide plant of its kind in the Western Hemisphere, the purchase of the Blacfiber Pipe Company in Corvallis, Oregon, the purchase of capital stock of veneer and plywood plants in North Stratford, New

Hampshire — those are highlights.

There, of course, have been many more additions and changes in the plants. Almost everywhere, from the woods to Cascade, new equipment has been installed.

It has been a busy year in the plants.

And it has been a busy year from many other points of view.

For example, 1956 has been the year in which dozens of Brown Company people have received checks — some of them ranging up to \$500 — for their ideas submitted through the Suggestion Plan, which began in January.

For another example, 1956 has seen an expanding educational program among Brown Company employees. Included in this phase are setting up of upgrading and apprenticeship courses and a program under which employees receive company-paid financial assistance in correspondence courses.

The company also put into operation a cooperative agreement with Northeastern University in which

AUGUST



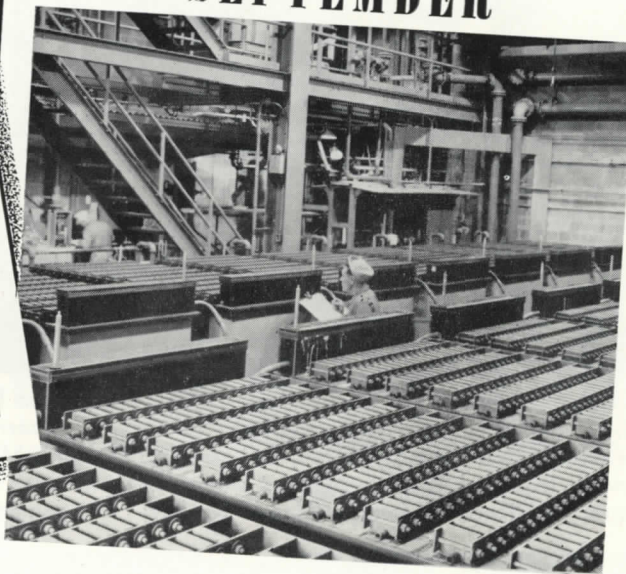
FIRST OF ITS KIND . . . The year 1956 also saw the start-up of the first commercial installation in the Western Hemisphere of the Day-Kesting process for making chlorine dioxide. The chemical is used in the new bleachery.

students spend part of their college course working in the company. Training programs also were established for college students working here in the summer.

Many individual benefits came to Brown Company people during the year. The vacation plan was

EXPANSION . . . One of the major events of 1956 was the purchase of the capital stock of veneer and plywood plants in North Stratford, N. H. The photo at the left shows the cutting of birch logs into veneer at the plants.

SEPTEMBER



expanded, the pension plan was made more liberal, Blue Cross hospitalization benefits were increased, and just about everyone received increases in pay.

Those are some of the highlights of the year 1956—an important year to people of Brown Company.

But What About 1957?

Nineteen-fifty-six is fast becoming history. The past is past. It's the future that matters, now.

But you can't draw a dividing line between 1956 and the future. Because the plans and programs of 1956 set the stage for 1957 and the other years to come.

Plant improvement and plant expansion always are undertaken with eyes to the future—to make operations more efficient and more profitable. The results mean only one thing—a stronger company. And the stronger a company is, the better place it is in which to work.

The company is not stopping its improvement and expansion program with the end of 1956. Far from it. Many projects are now underway to be completed during the new year. Other projects are on the drawing board.

It's the same way with the human aspect. New benefits, new opportunities for people with the company are under consideration. There will be changes, all for the better, as there have been in every recent year.

Brown Company has some important plans for the year 1957. But its plans and its programs cannot work alone. What happens to those plans and the results they bring depends in good measure on the people—on you, on me, on the fellow who works on the next machine.

So, if you're looking for a good New Year's resolution, try this one for size: "The future depends on me. I'm going to make that future a good one."



TUITION CHECKS . . . Two members of the Maintenance Department at Cascade Mill, James Lafferty and Paul Arsenault, received checks from the Company upon completion of correspondence courses. They are the first to receive such checks under a recently adopted policy. Front row, left to right: Maurice Landers, Acting Machine Shop Foreman; Mr. Lafferty; Mr. Arsenault; Electrical Foreman Herbert Dwyer; Paper Division Manager Carl von Ende. Back row: Training Coordinator David Marquis; Maintenance Manager Harold Blakney; Plant Engineer Stanley Judge.

Checks For Study

TWO men of the Maintenance Department at Cascade Mill have received tuition checks from Brown Company upon completion of correspondence courses.

Paul N. Arsenault, an electrician helper, and James Lafferty, a machinist third class, were the first men to receive such checks under a recently adopted policy. This policy allows reimbursement of the expenses of the course up to 100%, depending upon the scholastic standing of the employee in the course.

Mr. Arsenault completed a course in industrial electronics and Mr. Lafferty a course in reading shop blue prints. Both men had very high marks in all phases of their courses and received checks covering almost all of the cost of the courses.

The correspondence course program is open to all salaried and hourly-paid people of the company who have been employed by Brown Company for at least a year.

Briefly, if an employee wishes to take a correspondence course in connection with either his present work or work to which he could be assigned in the future, this is the procedure to be followed:

The employee should talk with his salaried supervisor about courses. The supervisor, with the assist-

ance of the Personnel Department, will advise the employee in selecting a course.

Upon the approval of the mill manager (or in the case of salaried employees, the department head), the application is referred to the company's education committee. The employee shall receive written notification from the training coordinator whether or not approval is granted.

When an employee has successfully completed his approved correspondence course, he presents his certificate to the training coordinator. The coordinator averages the grade received throughout the course and determines the rate of reimbursement.

Rate of reimbursement is as follows:

Grade	Reimbursement
A (92-100)	100%
B (84-91)	85%
C (75-83)	70%
D	0

The Personnel Department has a complete file of information about the many correspondence courses that are available through many different correspondence schools.

Employees who are considering taking a course should meet with the training coordinator to discuss courses which are available in their lines of work.

Essay Winners To Appear On TV

SEVENTEEN boys and girls from Berlin, Gorham, Milan, West Milan and Shelburne will appear on television in January.

They will be the seventeen winners in Brown Company's big TV essay contest.

One of them will be the winner of a three-day, all expenses paid week end in New York City — a week end jam-packed with the excitement of seeing big television programs go on the air, watching Broadway shows, visiting the big sights of the world's largest city, staying at one of the finest hotels in the nation.

Other winners will be awarded Savings Bonds with a total value of \$700.

The seventeen winners will personally receive their prizes on a special television program Thursday evening, January 31, 8 to 8:30 over WMTW, Mount Washington TV (Channel 8).

A panel of three judges has been busy these past few days carefully going over the essays received from the more than 800 boys and girls who entered the contest. Essays were written about material which the boys and girls heard and saw during Brown Company's television series this fall.

Members of the board of judges are three prominent Berlin and Gorham people — Attorney Arthur J. Bergeron, Berlin city solicitor and former mayor; Miss Julia M. Laffin, children's librarian of the Berlin Public Library, and Mrs. Emerson Morse of Gorham, secretary of the Gorham Woman's Club.

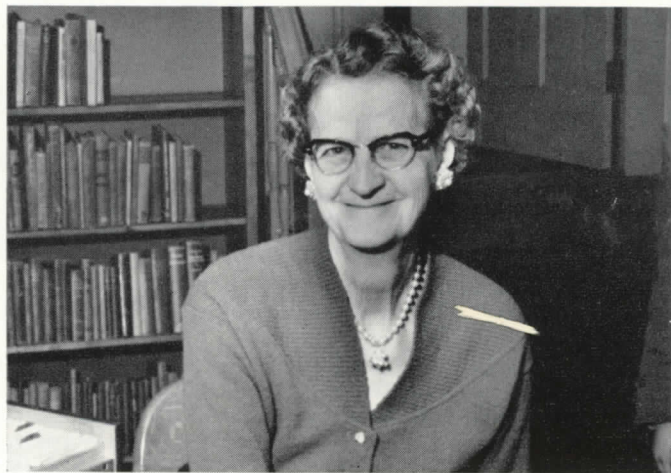
Mr. Bergeron, who has been practicing law in Berlin since 1933, served the city as mayor for three terms and the county as solicitor for two terms. He is a member and former officer of the Coos County Bar Association. During the war years he was chairman of the Red Cross. A native of Berlin, Mr. Bergeron was graduated from Dartmouth College and Harvard Law School.

Miss Laffin, a native of Berlin, has been librarian of the Children's Department at the Berlin Public Library for the past 35 years. She is a member of the American Library Association, the Berlin Business and Professional Women's Club and the Altar Guild of St. Kieran's Church.

Mrs. Morse is active in many Gorham organizations. She is secretary of the Gorham Woman's Club, past noble grand of the Rebekahs, treasurer of the Laconia State School Unit of the New Hampshire Council for Retarded Children, and has served as chairman of the March of Dimes. She is a graduate of the Sacramento (Calif.) Junior College.



ATTY. ARTHUR BERGERON



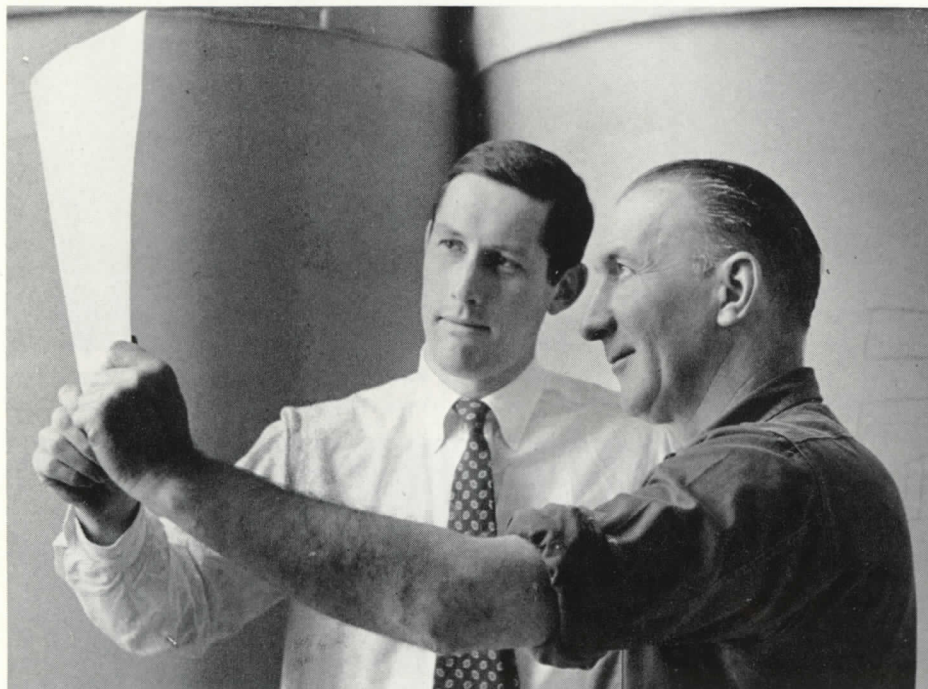
MISS JULIA LAFFIN



MRS. EMERSON MORSE

BROWNCO NEWS REVIEW

Frederick B. Wardwell Promoted To Mill Superintendent, Charles Ray To Production Superintendent At Riverside



PROMOTED . . . Frederick B. Wardwell (left) has been promoted to mill superintendent and Charles Ray to production superintendent at Riverside Mill.

Frederick B. Wardwell has been promoted to mill superintendent and Charles Ray has been named production superintendent at Riverside Mill, it has been announced by Vice President Robert W. Andrews and Paper Division Manager Carl A. von Ende.

Mr. Wardwell, who has been serving as technical assistant to the superintendent at Riverside since last January, joined Brown Company in 1951, as a sales engineer trainee. He formerly was with Knowlton Brothers in Watertown, N.Y., and St. Regis Paper Company in Deferiet, N.Y.

A World War II veteran, he was called back into service as a major in the Marine Corps during the Korean conflict. He returned to Brown Company in January 1954 as technical sales representative with the Paper Sales Division.

In January 1955, Mr. Wardwell was appointed supervisor of quali-

ty and process control in Berlin. He joined the staff at Riverside Mill in January 1956.

Mr. Wardwell is a graduate of Syracuse University, where he received his bachelor of science degree in pulp and paper manufacturing, and Cornell University, where he received a B.S. degree in economics. He is a member of several technical associations, among them the Technical Association of the Pulp and Paper Industry (TAPPI).

Mr. Ray has worked up through the ranks at Riverside Mill. He joined the company in 1928, and held various jobs on the paper machines. In 1951, he was promoted to tour foreman, and two years later was named assistant superintendent. Last January he again was promoted, this time to paper making superintendent.

In his various supervisory capacities at Riverside, Mr. Ray has

Thirteen Woodsmen Win Monthly Safety Prizes

The number thirteen is a lucky one at times.

Thirteen woodsmen are the winners of prizes in the first of a series of monthly drawings.

But winning prizes was not based on luck alone. The thirteen, to be eligible for the drawing, had to have gone through the month without a lost-time accident.

The monthly drawings are a part of the fourth annual woods safety contest, which runs to April 20, sponsored jointly by Brown Company and the Liberty Mutual Insurance Company.

At the end of the contest a total of \$250 in cash prizes will be awarded to foremen, contractors, sub-foremen, scalers and clerks whose operations have the best safety record based on the lowest lost-time accident frequency and severity rate.

These are the thirteen who won monthly prizes in the opening month of the contest:

Rosario Thomas Jacques (Bennett's camp), Andre Rousseau (Boulette's camp), Emile Labbee (Fortier's camp), Benoit Lecours (Labonville's camp), Simeon Budnick (Millsfield), Herve Lapierre (Lincoln Pond No. 1), Joseph Nadeau (Long Pond).

Adrien Audet (Nadeau's Camp No. 12), Martin Pare (Nadeau's Camp No. 14), Ralph Beaudry (Parmachenee No. 9), Henry Houley (Parmachenee No. 13), Raymond Faucher (Parmachenee No. 16), Rejean Lacroix (St. Hilaire's camp).

been instrumental in the production of many well-known Brown Company papers. Among these are Duracel, aqualized paper, sandpaper, combining paper, bank note paper, oil bond paper and battery separator papers. In addition to these products, he also has played an important role in the production of Onco stock.

McLaughlin, Hawthorne Join Towel Sales Division

Two sales representatives have joined the Towel Sales Division, it has been announced by Manager William T. LaRose.

They are:

Edward A. McLaughlin, who was with Scott Paper Company for eight years.

George L. Hawthorne, formerly with the Connecticut General Life Insurance Company.

Mr. McLaughlin, a graduate of the Amos Tuck School at Dartmouth College in 1948, held both sales and quality control positions



EDWARD McLAUGHLIN

with Scott. His sales work covered a period of nearly four years and included the position of district sales manager of retail products in New Hampshire, Vermont and Western Massachusetts.

Among other positions Mr. McLaughlin filled with Scott were those of chief of the quality control department at Glen Falls, N.Y., and chief consumers representative at Waterville, Maine.

He is married and is the father of three boys.

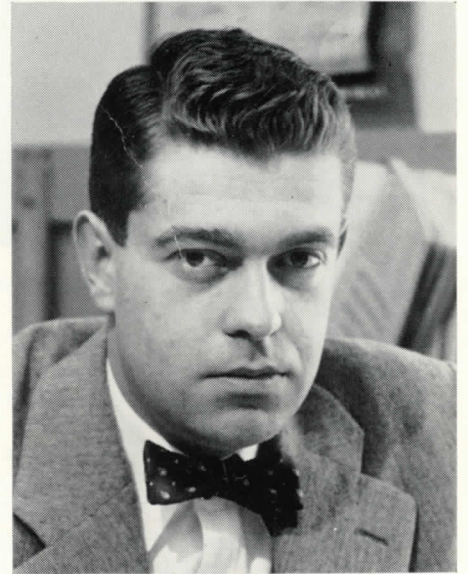
Mr. Hawthorne received his bachelor of science degree in eco-

Three Men Join Brown Company In Industrial Engineering, Research and Development and Traffic Departments

Several new people have joined Brown Company in the Berlin plants and offices. They include:

Richard L. Blanchard, paper chemist with the Research and Development Department. Mr. Blanchard received his bachelor of science degree in chemistry from Bates College. He has been a textile chemist with the Bates Manufacturing Company in Lewiston, Maine, since 1942. During World War II, Mr. Blanchard served with the Army's Chemical Warfare units. Mr. Blanchard is married.

William S. Hutchins, time study analyst with the Industrial Engineering Department. He is a graduate of Yale University with the class of 1954. Mr. Hutchins this fall completed two years of service with the Army. He is married and is the father of two children.



WILLIAM HUTCHINS

Richard E. Roberge, clerk with the Traffic Department.

A native of Berlin, Mr. Roberge was with the Canadian National Railway for 10 years, serving as billing clerk. He has completed special study in traffic management. Mr. Roberge is married and is the father of two children.

Thank You

I wish to thank all of my fellow-workers for the gift of money sent me during my illness.

Louis Morneau



BERMICO

by Rosaire Brault

Congratulations to the Hubert Legeres on the birth of a baby boy.

Also, congratulations to Allen Phillipon on his recent wedding.

Bringing home the early deer meat this year were Emile Bourbeau, Rolande "Beagle" Poirier, Joseph Ruel, Harry McArthur, Lionel Voisine and Roland Duquette.

nomics from Syracuse University in 1951. He was with the Gulf Oil Corporation as salesman for five years before joining the Connecticut General Life Insurance Company as brokerage consultant.

He served with the Army from 1946 to 1947.

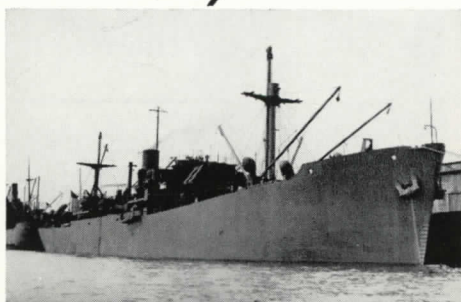
Mr. Hawthorne is married and the father of two children.

Safety Slogan

of the Month —

**GIVE
SAFETY
A JOB**

**... It
Will Work**



By land, sea and air, to and from the four corners of the earth, cargo moves in out of Brown Company's mills. The Traffic Department directs the job of

MOVING MILLIONS OF POUNDS MILLION

by Evelyn C. Lipman

ALL of us notice railroad cars rolling by loaded with Brown Company's wood pulp, Onco or Bermico pipe, and overland trucks or common carriers piled high with lumber.

But, have we any idea of the mammoth task involved in routing Brown Company's shipments throughout the entire United States, Canada, Australia, to Honolulu, South America, Mexico and the Continent?

Commodities travel by ship, air, rail, contract carrier or common carrier truck, and in emergencies, by private car.

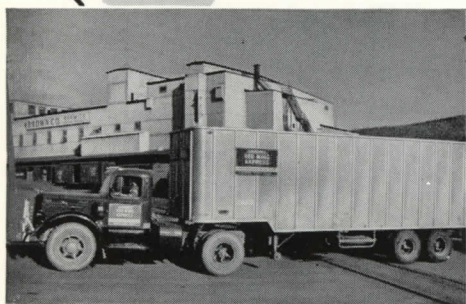
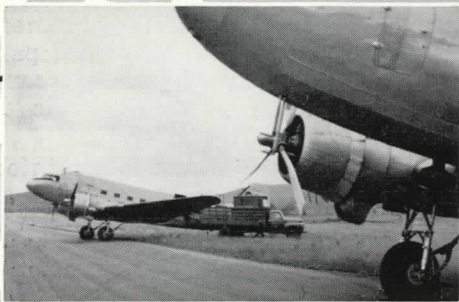
"The Traffic Department", according to Loyal F. Van Kleeck, traffic manager, "provides Brown Company with efficient and economical service and the

lowest possible rates for both inbound and outbound shipments."

Inbound shipments such as coal, pulpwood, salt, salt cake, starch, wood pulp chips, pitch, soda ash, lime, limestone and ore come by rail; machinery, machine parts, built-in materials, oil, grease, chemicals and dye, come by truck. Emergency items, miscellaneous parts, etc., arrive by air.

"Inbound commodities", Mr. Van Kleeck said, "are controlled to a certain degree by the producer. However, Traffic negotiates with these producers for the lowest obtainable freight rates in the larger type of commodity."

"Traffic, assisted by the Engineering and Purchasing Departments, is able to expedite rush shipments to meet a deadline either in production, or



ONS OF MILES

construction at the mills."

The Purchasing Department advises Traffic of the purchase of materials which the Manufacturing Division will use in making a finished product.

The Insurance Department is kept informed of any situations that involve transportation insurance under the Common Carrier policies.

The Berlin Mills Railway assists Traffic on both inbound and outbound shipments.

Tracing shipments is an important part of the work of the Traffic Department. Inbound shipments are protected at every point along the route.

Traffic negotiates directly with rail carriers on pulpwood shipments, for sidings, side tracks, and suitable equipment and car service to move pulpwood.

"The most advantageous way to move pulpwood

by rail is on rack flat cars," Mr. Van Kleeck explained. "At the present time, there are in service on the Grand Trunk Railway 87 of these rack flat cars to service the pulpwood loading stations between Portland, Maine and Richmond, Quebec."

Outbound shipments require marking and exporting, in accordance with the customs of the countries to which the shipments are destined. Traffic collaborates with Foreign Sales in arranging ship space, prepares export declarations and importation documents, maintains both freight and passenger schedules, ship arrivals and departures for all passenger and freight service.

Arrangements are made with the trucking companies to furnish the proper vehicles to transport the variety of Brown Company's commodities.

Routes and rates are furnished to the mills and the Purchasing and Sales Departments. Traffic conducts studies to determine if Brown Company's transportation charges are the lowest obtainable and continues to negotiate and affect changes to reduce transportation costs.

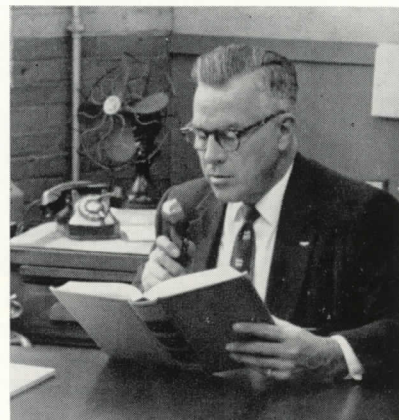
The mills are provided with specific descriptions of commodities, minimum weights required for a carload and rates from Berlin to destination. The mill loads each car in accordance with the loading rules and regulations.

There are three major classification territories broken down into rate jurisdictions. These rate jurisdictions vary, depending upon the location in the country. Traffic maintains a record of some 50,000 rates. Rate sheets are prepared and furnished all salesmen, branch offices and mill offices, together with comparison of trucking and freight rates.

Rates are published in what is known as a "tariff" — a legal document filed with the Interstate Commerce Commission in Washington, D.C. There are approximately 2,500 tariffs on file. Mr. Van Kleeck's "Freight Traffic Redbook", contains all details with reference to tariffs, rates, scales, zones, etc. Many reference books are available of the Interstate Commerce Acts, decisions on traffic matters, federal carrier cases and freight rate books.

Mr. Van Kleeck has been admitted to the Interstate Commerce Commission Bar, and officiates as an attorney to argue any case that may arise.

INTERSTATE COMMERCE . . . Loyal F. Van Kleeck, traffic manager, dictates a citation from the Interstate Commerce Act. 50,000 rates are maintained at the Traffic Department.





RESERVATIONS PLEASE! . . . Edward L. Delisle, assistant traffic manager, has it all at his finger tips. Traffic maintains all the current air and rail schedules throughout the United States.

Formal petitions are tried before the commission, similar to cases of law.

Mr. Van Kleeck makes negotiations for all rail, truck, steamship and air transportation, and represents Brown Company before the N.H. Public Utilities Commission in Concord, as well as the Interstate Commerce Commission, the American Pulp and Paper Association, Official Paper Traffic Conference, New England Pulp and Paper Tariff Association, New England Industrial Traffic League, Car Instrumentality Committee of the National Industrial Traffic League. He is traffic manager of the Berlin Mills Railway.

The Traffic Department staff includes Edward L. Delisle, assistant traffic manager; Leo Couture, rate clerk; Richard Roberge, clerk; Doris Torro, steno, and Cecile Saucier, clerk typist.

Mr. Delisle maintains records, supervises abstracting for outbound shipments, prepares monthly reports, services passenger transportation reservations by rail or air, traces shipments, handles adjustments on freight charges or transportation charges, makes recommendations to the Sales Department relative to complaints and checks storage invoices for commodities.

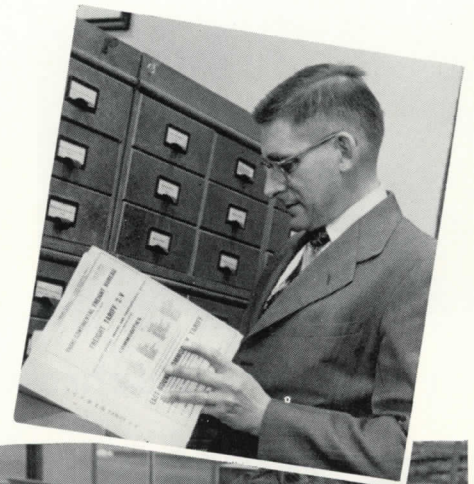
"There was an emergency call from a plant for a two pound item," he recalled. "It was ordered to come by air. On checking its route, we found the plane had been grounded in Cincinnati. Another air line was immediately contacted and the shipment transferred. In less than 24 hours, this vital part was received at the plant. Many such cases occur, where a commodity must be switched while in transit to avoid shut-downs at the mills."

Leo Couture, rate clerk, gives telephone information pertaining to routes, orders trucks for all the mills, provides routings and supervises the office. He compiles abstracting of inbound shipments, handles demurrage costs for delayed shipments, makes reservations for steamship shipments, obtains permits on ocean-going vessels and coastal bookings on steamships.

Richard Roberge, clerk, assists Mr. Couture in keeping a constant watch of all rates, tariffs and supplements; audits inbound and outbound freight bills, and files claims for overcharges.

Traffic Department's efficiency and far-reaching service contribute in large measure to a smooth-running organization, as well as helping to maintain Brown Company's outstanding reputation with thousands of satisfied customers.

2,500 TARIFFS . . . Richard Roberge, clerk, checks a rate on towels between Salt Lake City and Berlin in the Transcontinental Freight Bureau Tariff 2-V.



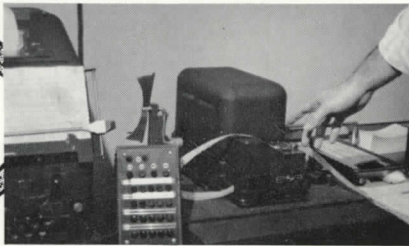
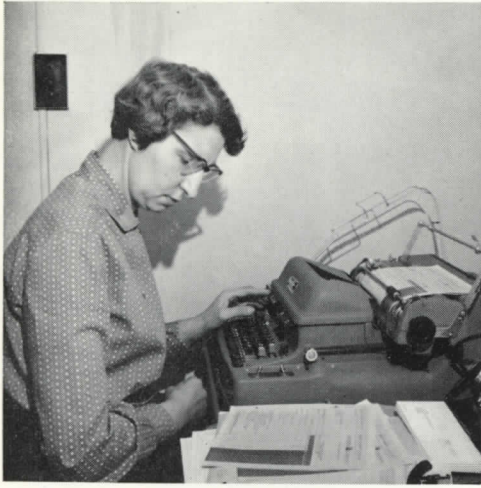
ONE MOMENT PLEASE . . . Leo Couture, rate clerk, holds a toll call until he contacts the mill about a truck delivery. Piled high on his desk are bills-of-lading for checking.



CHECKING THE ROUTES. Dee Torro checks routings on the teletype invoice sheets coming over the machine.



EXPORT SHIPMENTS. Cecile Saucier files an export declaration on a shipment to the Province of Quebec, Canada.



EFFICIENCY *at Top Speed*

by Vincent Laporte

A TOUCH of automation has arrived at the Boston Office. What has been its effect?

It has created new challenges which have been met by the experienced, well-trained staff who form the Product Order Division.

This group was organized when a plan was first proposed to centralize the order processing of each Brown Company division. At this time, it was decided to adopt a new method of order preparation, which would result in faster, more efficient service for both Brown Company and our customers.

Before this new system could be started several

THE ELECTRONICS AGE . . . Transmittal of orders is fast and efficient thanks to modern equipment. In Boston, Evelyn Kvicala and Ameline Jacques (top) type order information on a Flexowriter, which produces a perforated tape. The tape feeds through a teletype (center) and the information is automatically recorded in several copies in Berlin (bottom). Shown at her Berlin machine is Lucille Ross.

surveys were made. Questionnaires were sent to customers to determine their facilities for receiving deliveries. Our Traffic Department found the most advantageous routing for shipments to every customer's plant.

When this information was completed, a card was made for each customer. This master card contained the shipping and billing address, routing, terms of

sale and the name of the product purchased from Brown Company. The same information was recorded on a perforated tape. This tape is placed in a pocket on the back of the master card.

When a customer's order is received in Boston, the order clerk processing that order takes the customer's master card from the file. The clerk prepares an abstract which contains the additional information not included on the master card. This information includes the requested shipping date, quantity ordered, sizes, price and order number. The abstract may also list any special instructions, such as stencilling or loading requirements, which differ in any way from the standard specifications.

From the master card tape and the abstract form five copies of the complete order are typed on a machine called a Flexowriter. This machine is similar to a typewriter in appearance but produces a perforated tape simultaneously with the typed order.

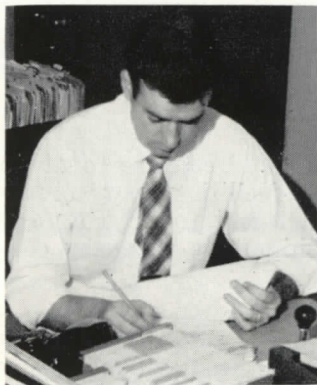
The tape is fed into a teletype machine, which transmits the order direct to Berlin.

The five copies of the order are composed of a file copy, salesman's copy, customer acknowledgment, invoice copy and an extra copy to be used when more than one acknowledgment is required by the customer.

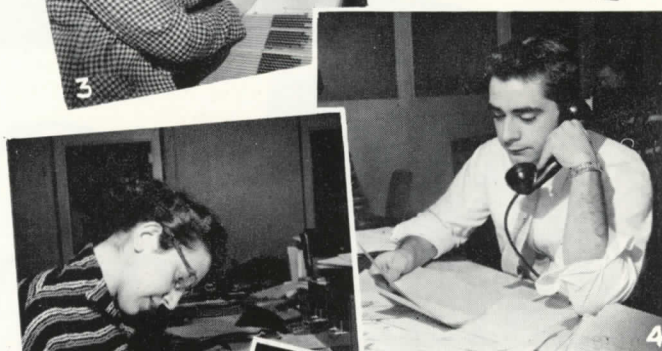
With this change in order processing has come a shift in responsibilities. Heretofore, the orders were mailed from Boston to Berlin to be prepared. As you can see, the main disadvantage was the time lost in transit.

Under the new plan, the responsibility for the correct interpretation of the customer's requirements is placed upon the Product Order Division. In this respect, we are most fortunate in having an outstanding group in this division. Each clerk must do much more than prepare orders. He deals directly with customers on all matters relating to orders and is in a large measure responsible for the excellent relations that exist between Brown Company and its customers. This phase of the order clerk's job is one which requires selling ability, tact and understanding.

The most important commodity we in the Product Order Division have to sell is SERVICE. When you stop to realize that all orders received in Boston on any given day are transmitted to Berlin in a matter of hours, and in some cases shipped the same day, then you can see we are providing that service.



THIS STAFF GIVES SERVICE . . . Among members of the newly organized Product Order Division in the Boston Office are these people. 1. Robert Landrigan and Supervisor Vincent Laporte. 2. Dorothy Farrell. 3. Marie Driscoll. 4. Anthony Santucci. 5. Norma Tontodonato. 6. Winifred Doolan. 7. Marilyn Jouret and Donald Clement. Left: Ed MacLeod.



Learning More About Their Jobs



CLERKS MEET . . . These Woods Department clerks spent a day in Berlin to review procedures in their work. Seated, left to right, Leo Blanchette, Jean Paul Sylvestre, Wallace Martin, District Clerk Warren Johnson, Manager of Woods Costs Elmore Pettengill, District Clerk Harold Spinney, William Hamlin and William Hapgood. Standing, Donald Sweeney, Lucien Fortier, Robert Rasmussen, George Aldrich, Maxwell Hinkley, David Provencher, Rosaire Plante, John Poirier, Maynard Austin, Albay Paige and William Dupont.

THE camp clerks came out of the woods the other week to go to school.

They came from throughout Brown Company's woods operations to sit down with Elmore Pettengill, manager of woods costs, to review procedures and to learn more about their jobs.

They also went visiting.

At the Tabulating Department they saw exactly what happens to the vital figures they compile in

connection with the payrolls in the different camps—how those figures are transferred to electronic machines, which keep a record of everything important and transfer the dollars and cents figures to weekly pay checks for the men who cut and haul the wood.

It was not a spectacular meeting. But it pointed up a vital fact. The clerks, like many other Brown Company people, are interested in knowing everything they can about their work, and Brown Company is doing everything it can to help them.



SERIOUS DISCUSSION . . . The serious manner in which clerks view their work is reflected in this off-the-cuff photo. Listening intently to Manager of Woods Costs Elmore Pettengill (left, back to camera) are, left to right, George Aldrich, Robert Rasmussen, David Provencher, Leo Blanchette, Jean Paul Sylvestre and District Clerk Warren Johnson.

"WHAT IS THIS COLUMN?" . . . Maxwell Hinkley (center) asks a question of Don Taylor, Tabulating Department Supervisor, during the visit of woods camp clerks to the "Tab." Left to right, Mr. Taylor, District Clerk Harold Spinney, Mr. Hinkley, Albay Paige and William Dupont.



News AROUND THE PLANTS

Forty Five Years of Service



TOAST OF BURGESS . . . John Belanger (seated) had his day at Burgess Mill when fellow workers toasted him as he retired after 45 years with Brown Company. Pictured with Mr. Belanger are: Front row, left to right, Dennis DeChamplain, Bernard Conway, Adrien Croteau, Damon Robinson, Francis Sweeney. Second row, Norman Gagne, George Dion, Laurier Dion, Wilfred Demers. Back row, Jefferson Watson, Ovila Francoeur, Alfred Guay, Archie Belanger, Roland Gagne, Joseph Ouellette.



BURGESS & KRAFT

by Gene Erickson

Scott Parker, one of our Lab men, recently won a good sized turkey in time for Thanksgiving. We heard it was pretty tasty, and Scotty looked like he had gained some weight. Well, we all can't be lucky.

Only two deer were claimed by Quality Control men — Victor Ayotte and Gene Erickson. Meanwhile, Harvey Roberge, Lewis Keene, Frank Sheridan, Robert Travers and Roland Cloutier were still out trying to get theirs. Best

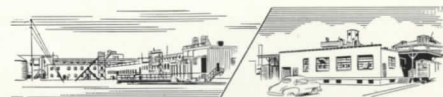
of luck fellows.

Clarence "Chuck" Monahan is still scouting for a new car. Wonder which make it will be?

Most of us predicted four out of five Quality Control men would be elected for political jobs in the recent elections — we were right. The winners were: Harvey Roberge, Peter Thomas, Sylvio Croteau and Clarence Lacasse.

Harold "Red" Graves recently took a week's vacation to go hunting and get fitted with eye glasses. While "Red" was wearing his new glasses he couldn't focus a deer in his sights. So, he missed, and now he blames the glasses.

Two of our Lab men are moving into their new homes — Ray Dumont and Emile Belanger. Lots of energy went into the building of



CHEMICAL & FLOC

by Alf McKay

Lawrence Roberge got a nice doe while hunting at his camp at Akers Pond.

Don Marquis and Richard Carbonneau went hunting together and bagged deer from both New Hampshire and Maine.

We are pleased to have Leo Landry, Albert "Birt" Turcotte and Maurice Champoux back after several weeks' illness.

Bill Raymond and George Reid did their duty as jurymen during the fall term.

Every fall, Ed Renaud goes trapping for mink and muskrat. He got his limit during his week's vacation.

Earle Philbrick attended a family reunion in Exeter, N.H.

Albert "Junior" Guilmette became a proud grandfather recently. Congratulations!

Harold Johnson spent his vacation chasing deer.

these new homes, and we all know how much you will enjoy them.

Who is the great TV star of Quality Control department? It was none other than Armand Belair and his family, who appeared on Channel 8 on the Brown Company program. He was proud to see his family and his automobile came out so clear on film.

Not so long ago, a little girl of one of our Lab men had a serious heart operation. Some of the crew gave blood and prayed for her speedy recovery. I am happy to report that her father tells us, "Gloria has almost fully recovered and is playing and laughing, which had hardly ever happened before."

Emile Belanger and his family wish to express their heartfelt thanks to all of our crew for helping to save little Gloria.



MAIN OFFICES

by *Lepha Pickforl and
Lorraine Lachapelle*

Several Brown Company officials were guests of the Boston and Maine Railroad at a luncheon held at Tower Inn, Jefferson, N.H.

They included Board Chairman Laurence F. Whittemore, President A. E. H. Fair, Vice Presidents John W. Jordan and C. S. Herr, Leslie S. Bell, manager of the Berlin Mills Railway, Traffic Manager Loyal F. Van Kleeck, Assistant Traffic Manager Edward L. Delisle and Chief Clerk Leo Couture.

Mr. and Mrs. Alfred Croteau had a glorious two weeks in Florida, taking off by plane from Boston and returning so not to miss any of that sun.

William J. Poisson took a late vacation; Ralph Sylvestre enjoyed a few days at home, and Walter Forrest spent a week end in Boston.

Jeanne Bouchard visited in New Jersey, where she attended the ceremony for her cousin, who is becoming a nun and will serve in France.

Welcome to Betty Williams, who has done a wonderful job replacing those on vacation.

Muriel McGivney has returned from a splendid vacation. She had the honor of being bridesmaid at her brother's wedding, which took place in Connecticut. Following the wedding, she spent the remainder of her vacation in New York visiting her aunt and uncle.

ENGINEERING DEPARTMENT

by *Merna Joudrey*

Members of the Engineering Department who enjoyed vacations during November were "Ted" Wiloughby, "Dick" Roy, "Bob" Wilson, John Clarke, and Merton Sumner.

Les Gonda, E. & B. Cowan engineer, received word recently that his aunt had escaped from Hungary to a neutral country.

We all wish to extend our sympathy to "Pat" Coffin, who lost his father recently.

It is good to see "Gus" Oleson back to work after a long illness.

We have a new student, John MacIntyre, from Northeastern University, who will be with us for awhile. Welcome to the North Country, John.

Henry Stafford enjoyed a week of hunting up in northern Maine.

MANUFACTURING DEPT.

by *Ada Anderson*

Gil Lepage is now travelling to Boston Office weekly to review the order situation with the Sales Department.

Talk about quick decisions by the Merle Philbricks. They left for a holiday week end visit to Briston, Conn. Enroute, Merle and Mrs. Philbrick spotted a new model car, bought it, transferred their luggage, and went on for their week end with the new car.

They also attended an 80th birthday celebration of Merle's uncle planned by the townspeople of Newmarket, N.H. The event was held at the Exeter Inn, Exeter, N.H.

A speedy recovery is wished for Mrs. M. M. Shaw, who has been ill at the St. Louis hospital.

TRAFFIC DEPARTMENT

by *Dee Torro*

Leo Couture spent a week's vacation camping and hunting.

Congratulations to Mr. and Mrs. Dick Roberge on the birth of a son. Dick is our new clerk.

Cecile Saucier spent her week's vacation at home.

Rod McLeod has been transferred to the Main Office, where he is working for Gil Lepage.

TABULATING DEPARTMENT

by *Laurel Rowell*

Ida Doucette spent her vacation week motoring through New Hampshire and Maine.

Carol Munce of Tab was married to Richard Turmel, November 26th at St. Kieran's Church. The reception was held at The Chalet.

INDUSTRIAL ENGINEERING

by *Genise Amero*

"Sharkey" Lavernoch has resigned from Brown Company to accept an executive position with Westinghouse in Bath, New York.

MONTREAL

MONTREAL OFFICE

by *Robert A. Pope*

The many people who have inquired about Harry Humphreys will be pleased to know that he is in excellent health and enjoying himself to the fullest. Right now he has three "G's" in his life (and we don't mean money): gardening, golfing and grandchildren. If that isn't a "happy threesome," we'd like to see you beat it.

Having had our Thanksgiving earlier in October, we find that the downtown stores have been decked out in anticipation of a real bang-up Christmas season. Mrs. Barbara Colebrook was telling me that during the month of December, the city has passed an ordinance allowing them, if they wish, to stay open right around the clock for twenty-four hours. That's a new twist. When does one sleep?

Visitors from the Boston, Berlin and New York offices have been John McDonald, D. H. McMurtrie, Bob Van Nostrand, Newton Nourse and Bill Mark.

Before his departure, a party was held in his honor at Keith Jelly's residence, where several of his friends gathered and presented him with a folding golf cart.

INDUSTRIAL RELATIONS

by *Janet Hamel and Dottie Wood*

Del and Mrs. Howe drove to Iowa and visited family and relatives.

Ubalde Rousseau flew to Georgia to spend her vacation visiting a brother in Atlanta.

A few girls in our office are complaining of aching muscles and lame backs caused by a heavy weekly schedule of bowling, swimming and badminton. How are you fixed for linaments, "Doc" Kaschub?

Recently, the girls of the Industrial Relations Department held a "hen" party at the home of Dottie Wood. The group included Rita Roy, Zilla Stiles, Nancy Wheeler, Jackie Gagnon and Janet Hamel. Can you think of a better way to spend a Saturday evening?

Lowell Tech Students Visit Here



IMPORTANT VISITORS . . . Ten undergraduates of Lowell Technological Institute, all students in the pulp and paper course, were guests of Brown Company. The men met with Research Librarian Philip S. Glasson for an illustrated talk about pulp, paper and Brown Company; visited operations in the Pulp and Paper Divisions, and met at luncheon with a number of Brown Company people. Seated left to right, Maurice Denomme, Frank Sharron, Francis Wielock, Donald Joyce, Paul Roussel, Arthur Sternby. Standing, Manager of Personnel Relations H. P. Burbank, Pulp Division Production Manager John Hegeman, Mr. Glasson, Warren Graham, Richard Urbanek, Control Chemist Donald Gilmore of Cascade Mill, Instructor Edward Engel, James Copley, Rol McAllister, Vice President Robert Andrews.



*by Bob Murphy and
Louise Peloquin*

Roland Rivard and family of Bedford, Mass. spent a few days with his parents, Mr. and Mrs. Amedee Rivard.

The bowling matches between Gilman Paper Company and Cascade will start in the near future. Tom Stiles will lead the local team against the Vermonters.

Dick Bisson was one of the many hunters to bring home a deer this season.

And, we have a huntress in our midst. Yes sir, Louise Peloquin bagged her deer.

Lorraine Alati has taken over Esther Lamarre's position and is working for "Buster" Edgar and Don Gilmore in the Quality Control Department.

On vacation were: Verne Clough, a-hunting. Roland Lepage and Marshall McKenna, who went trapping with Clifford Finnson — and they got some mink.

Mrs. Lillian Blouin, R.N., has

replaced Cecile Parent, who has been out ill for some time.

Walter Hearn has returned from a business trip to the Taylor Fibre Company in Morristown, Pa.

Cascade Office is planning to have a Christmas party and hopes everybody joins in, in a big way.

"Smokey" Welch shot a deer the first part of the season.



by Joan Weiss and Joan Vien

Lillian Brunelle and Katy Devlin have been on vacation.

Doris Pinette spent a few days in Boston recently.

Welcome to Esther Lamarre and Richard Blanchard, recent newcomers to Research.

Congratulations to Mr. and Mrs. Dominic Rano on the birth of a baby girl. The young lady weighed 7 pounds, 14 ounces.

Also, congratulations to Lois and "Bud" Leavitt, proud parents of a baby boy, Richard Harris, who weighed 6 pounds, 11 ounces.

Billy Aulie spent his vacation hunting.

BOSTON OFFICE

by Donald Clement

The "bowling fever" has struck Boston! Yup, the Boston Office got a formal bowling league rolling off to a good start with four mixed teams on Monday night, October 29th at the local North Station bowling alleys.

Although only one set of team matches have been rolled, it looks as though it might well be a close match all the way down to the wire. Present plans call for four complete rounds, with the final two weeks being devoted to playoff matches. However, if the "fever" lingers, the season could well be extended.

Here is how the teams line up each Monday night:

YANKEES—Joe Mangano, Dottie Farrell, Amy Jacques and Rose Sanda.

RED SOX—Don Clement, Marylin Jouret, Bob McCoy and Evelyn Laakso.

WHITE SOX—Vin LaPorte, Peggy Hulme, Mary Murray and Marie Driscoll.

INDIANS—Bob Landrigan, Barbara Foley, Laura Proctor and Norma Tontodonato.

In the initial matches, the Red Sox took three points to the Yankees' one, with the White Sox doing likewise to the Indians, although the pinfall margins were a lot closer than the scores indicate.

We'll have more results in the next issue. No one has broken 100 thus far, although a few came mighty close.

Hearty congratulations to Vin and Jean LaPorte on the birth of their third son, John Patrick.

Don Clement took the long walk down the middle aisle recently. His bride is the former Shirley Lewis of Holbrook, Mass. They are now residing in Brockton.

Very heartening news comes from the Middlesex County Hospital in Waltham. Al Malia is reported progressing very nicely in his recovery...and that is good news to all of us. We hope to see him back at his desk real soon.

THE BROWN BULLETIN

Young Mill Builders



THEY STUDY PULP AND PAPER MAKING . . . These boys and girls of the fourth grade of the Edward Fenn School in Gorham all took part in a project of building an exhibit to show how wood is cut, hauled and made into pulp and paper. The exhibit, shown at a PTA meeting, traced the wood through every step to the finished product. Front row, left to right: Bob McKay, Jeffrey Libby, Lloyd Honnon, Norman Berry, Richard Butteau, William Gilbert, Betty Ann Berry, Hazel Jones, Reginald Morey, Joyce Gagne, Arlene Toothaker. Second row: Ronnie Toothaker, Jimmy Baker, Albert Webb, Ralph Pelkey, Jan Hegeman. Third row: Kathy Ross, Nancy DiMaria, Carol O'Neil, Janet Keough, Rosemary Otis, Mary Ellen Forsythe, James Brosius, Eric Andrews, Lawrence Leighton, Lawrence Otis, Gregory Perkins, Bethany Bigl. Standing: Harold Pelkey, Michael Dalphonse, Alana Doble, Beverly MacArthur, Susan Twitchell, Patricia Chabot, Linda St. Hilaire, Philip George, Terry Oliver, Harriette Dimick, Karen Lambertson, Barbara Clark, James Eafrazi, Gail Young, Michael Mahurin. Supervising the project work were two teachers, Mrs. Louise Burbank and Miss Muriel Maw.

NEW YORK

by Rosemary Sloat

Was delighted to have an opportunity to make a trip to Boston and Berlin recently.

Understand the foliage couldn't have been better for my motor trip. That's what I call hospitality.

Renewing acquaintances, seeing friends of old is a woman's delirium, but the biggest thrill was spending an evening with Clayt Walker, who used to operate our Printing Department. He and his perfectly charming wife spend many well deserved hours in their beloved garden. In addition, Mr. Walker tediously canes ladder-back and other chairs with unconcerned aplomb to wile away his hours.

Which reminds me, what has become of some of our nice people who are now enjoying retirement. For example: W. T. Callahan, Harry Sweet, P. C. Twitchell, etc?

Our Mrs. Helen Lacey just returned from having spent two weeks with her son and his family in Ohio. What a joy to see grandchildren again!

We are sorry to have C. F. "Brownie" Brown, Onco Sales, laid up for two weeks trying to straighten out a bent back. See what happens when a traveling salesman has to lug a suitcase?

Other than the New York personnel being plagued by bothersome cold germs, would say we lead the usual lives of other Brown employees — or did you say you knew my husband and I were

spending our third week's vacation with my brother in Pensacola?

POWER AND STEAM

by Sylvia Oliver

Sylvio Renaud spent a two-week vacation hunting, but no deer! Better luck next season, Sy.

Sincere sympathy is extended to Arthur Montminy on the loss of his wife.

Ted Montelin and family spent a week's vacation in New York.

We'd like to take this opportunity to wish Wesley Cross a speedy recovery. Hope to see him back on the job soon.

Norman Robichaud spent a week's vacation hunting.

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THE EXECUTIVE'S DILEMMAS

If he's late for work in the morning, he's taking advantage
of his position.
If he gets in on time, he's an eager beaver.

If the office is running smoothly, he's a dictator.
If it's not, he's a poor administrator.

If he holds regular staff meetings, he's in desperate need
of ideas.
If he doesn't, he doesn't appreciate the value of teamwork.

If he spends a lot of time with the boss, he's a
back-slapper.
If he doesn't, he's on his way out.

If he goes to conventions, he's on the gravy train.
If he doesn't, he's not important.

If he tries to get more personnel, he's an empire builder.
If he doesn't, he's a slave driver.

If he's friendly with the office personnel, he's a politician.
If he keeps to himself, he's a snob.

If he makes decisions quickly, he's arbitrary.
If he doesn't, he can't make up his mind.

If he works on a day-to-day basis, he lacks foresight.
If he plans ahead, he's a dreamer.

If he tries to cut red tape, he has no regard for system.
If he insists on going through channels, he's a bureaucrat
at heart.

If he enjoys reading this, he's facetious.
If he doesn't think it's funny, he is entitled to his opinion.

—Robert S. Herman in Public Administration Review

