



Magdalen Way San Francisco ²³ Calif.
March 27, 1946.

Dear Dr. Kehoe:

Your letter descriptive of the Ethyl position arrived while I was in the midst of arrangements with one of two possible contractors. Just yesterday an agreement was made with the Monsanto Chemical Co., and I shall be heading the Medical Dept. of their Clinton Laboratories in Oak Ridge. Adventure, with the widely publicized product should prove of extreme interest down below in Tennessee.

For your interest, please
accept my very deepest
thanks, and I hope sincerely

Organization of the medical department is such that the medical department is co-equal in authority within other divisions of the technical and service activities, and in the final analysis they may resort to the top management of the Corporation as a whole through me. Incidentally in this Corporation I have never reported to anybody but the president and the board of Directors.

I give you all this information because I think it may be of value to you in determining whether you have any interest in this position. I should say that I have Bound a man to be the chief plant physician, but it is our very definite professional understanding

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to meet you sometime in the near future.

Very cordially,

Jean S. Feltan

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March 4, 1946

Dr. Jean S. Felton,
129 Retiro Way,
San Francisco, California.

Dear Dr. Felton:

I regret my delay in replying to your letter of January 14. It has been occasioned largely by my inability to give you any very definite information.

It now happens that I know of an opening in which you might be interested, and therefore I am sounding you out on this without further delay.

A short time ago I inherited the responsibility for the setting up of a medical organization at the Baton Rouge plant of Ethyl Corporation. Up to a short time ago this plant was operated for Ethyl Corporation by du Pont, but it is now operated directly by Ethyl. The plant itself is a very modern one, and the present plant personnel under medical supervision numbers something over 2000. These men are variously engaged in the manufacture of tetraethyl lead and of most of the intermediate products that enter into the manufacture of tetraethyl lead and anti-knock fluids. There is in addition a very considerable amount of technological research and development, and on the whole it is an interesting job from the medical and hygienic point of view. The medical facilities have not been as convenient in all respects as one would wish, but this is being mended by the construction of a new medical building. This laboratory operates in a service and consulting relationship, and in addition I, as chief medical consultant, have the responsibility for the determination of medical policy. I shall, therefore, keep in touch with activities more or less constantly, but the medical work from day to day will be handled by the local medical staff, who, when they have acquired the necessary experience, will operate substantially on their own. Organization of the medical activities is such that the medical department is co-equal in authority within other divisions of the technical and service activities, and in the final analysis they may resort to the top management of the Corporation as a whole through me. Incidentally in this Corporation I have never reported to anybody but the president and the board of Directors.

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Dr. Jean S. Felton - (2) - March 4, 1946

that the work of the medical department will be carried on jointly by the local medical staff in an atmosphere of professional respect and cooperation rather than that of a chief and his underlings, so-to-speak. There will be opportunity for allocation of responsibility, and I want a staff of four men, each of whom will be quite capable of standing on his own feet and taking part in any part of the job with professional competence. Perhaps three men of this kind, with a fourth either learning his way, ^{or} content to do more or less routine jobs, would be satisfactory, but I am looking for an ideal medical and hygienic set-up rather than something that will just get by.

It may be that you would be interested in considering this position. If so, I should be glad to hear from you at your early convenience, so that we can arrange some means by which we could both satisfy ourselves as to the desirability of such an arrangement.

Cordially yours,

Robert A. Kehoe, M. D.

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