

January 10, 1933

Mr. John Schaefer
Ethyl Gasoline Corporation
P. O. Box 688
Pennsgrove, N.J.

Dear Mr. Schaefer:

Allow me to thank you for your various letters enclosing the reports on Mr. Waldron. One of us will look further into the matter on our next visit to the plant. For the present it seems to me that things should go along as they are.

In the matter of the handling of drums of Ethyl Fluid on ships in general and on oil tankers in particular, you are quite right in assuming that my statement was of a general nature. What I attempted to point out was not the specific detail of handling the drums but the necessity of so placing them as to avoid the contamination of cargo as well as parts of the ship which could not be readily reached and adequately cleaned. As you are only too well aware, it is quite impossible to set up a strict rule which is applicable to all circumstances. What I have chosen to do, therefore, is to rely upon the intelligence of our own people in handling these problems in accordance with the circumstances. I do not trust the shipping people and I do not trust the oil companies' representatives. I do feel that in every instance of this sort a responsible representative of the Corporation should take the responsibility. In a few situations he might find it possible to delegate his responsibility when he is dealing with intelligent people. This point, in my feeling, is a part of the personal responsibility of a representative of the Corporation. By this I mean that it is up to his judgment as to whether he can trust their people, and he should be as cautious in the exercise of that judgment as he is in any other problem of safety.

In the matter of the two mechanics whom we have used in some experimental work at the Dayton Power and Light Company, I feel that it is best for me to communicate with them and to allow them to

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handle the matter which you brought to my attention in accordance with their own judgment. I do not believe either of these men could be regarded as a skilled mechanic. On the other hand they are somewhat above the general type of laborer and their chief virtue consists in the fact that they are willing and capable of learning, and that they are entirely reliable in so far as my experience with them is concerned. Mr. [REDACTED] is thirty years old and Mr. [REDACTED] thirty-six.

I should like to have you understand that I am under no obligation to place either of these men, since I took them on as experimental subjects when they were entirely unemployed. I merely wish to do what I can for them in recognition of the fact that they have been very faithful and appear to me to be quite dependable fellows.

Please accept my thanks for what you have attempted to do for them and we shall leave it to them as to what may be the outcome.

Sincerely yours,

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Robert A. Kehoe, M.D.