

July 30, 1968

Dr. George F. Kirby, President
Ethyl Corporation
P.O. Box #1466
Baton Rouge, Louisiana

Dear George:

I am sending herewith a copy of the report on my survey of various facilities of Ethyl Corporation, together with a number of impressions, and opinions on certain matters which seem to me to be relevant.

I did not write conclusions and recommendations into this report to any very considerable extent, partly because I have no wish to be arbitrary, and partly because, I wanted to have the benefit of the straightforward comments, criticisms and objectives of the men whom you appointed to advise and assist me. This, as you may realize fully, was not modesty or even tact on my part, but rather a realistic appreciation of the role that must be played by your people who have the "know how" and have had the daily experience that can differentiate the possible from the seemingly ideal goal.

We had a profitable discussion of my draft (and of additional aspects of the situation) yesterday in Detroit. Unfortunately, Frank McCoy could not be there, but I have sent him a copy, and have asked for his comments and recommendations.

I have asked each of the other men to send me a memorandum in which they set forth their ideas and suggestions to me, with any further frank criticism of my errors and omissions, if they believe I have made them. I have told them that I would sift these and add them to a memorandum which I have made to myself to the extent of my acceptance of their validity and usefulness, as a basis for a supplementary statement to you.

I am leaving Cincinnati tomorrow for a month in a wilderness area in Montana in which I have spent time previously, where there is magnificent fly fishing and adequate facilities for rest and relaxation, including some non-scientific reading. The interval will give these men an opportunity for thoughtful presentation of their ideas to me, and I shall attend to completing my assignment on my return.

What I have undertaken to do is to present the major problems that face Ethyl Corporation in its operations, including those that may involve some redirection of attention and some reorganization or realignment of effort. My thesis is that the achievement of the best performance of which the Corporation is capable, must come from within the organization if certain appropriate objectives can be visualized.

Let me make an additional comment. I am not sure that I have covered all of the ground that should have been covered in this survey, and I am not sure that I shall have fulfilled the mandate which you had in mind. I have no thought of continuing my inquiry or advice beyond the scope indicated above, but if you wish me to

follow-up any of my opinions, or any of the recommendations which I shall make later, you need have no doubt as to my willingness to abide by your wishes.

It has been a source of real satisfaction to me to return to work with the men whom you appointed to help me, as well as those whom I have encountered in my visits. I developed great confidence in the strength of your technical organization.

Sincerely yours,

Robert A. Kehoe, M.D.
Professor Emeritus of
Occupational Medicine

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