

November 29, 1946

PERSONAL AND CONFIDENTIAL

Mr. Earle W. Webb,
Ethyl Corporation,
Chrysler Building,
New York City 17.

Dear Earle:

I have an additional word to say on the subject of our discussion of last Friday evening. I do not want to load the scales in any way in favor of my own judgment. I do want to say that I have given serious consideration to the point of view expressed by Harry Kaley and John Schaefer, and while I appreciate their position and cannot fail to sympathize with it, I still think they are taking the short view of the problem. The matter at issue is much more important than any of our personal wishes, and I feel quite sure that if the competitors in this business arrive at the point at which they are dealing with the same customers, some such plan as I have proposed will be required, not only for the sake of convenience but for the sake of holding adequately the principles and practices of safety. It may be advisable to make some compromise with the proposal until such a time as this situation develops. Moreover some compromise may be wise or necessary for an indefinite period. I cannot but feel, however, that the principle is right, and that it should be given every possible consideration. I think your associates may well be able to visualize a better practical means than I have proposed. I think, however, it is quite fair to say that with all of their background of experience they are not quite clear as to the difficulties that will be involved in keeping the principles of industrial and public safety uppermost in the midst of competition. The security of men who work in admittedly hazardous occupations ought not to be subject to any discussions which have to do with competition. It is true that our record of performance in this field is very good. I believe, however, that very few people understand how difficult it has been to make it so. I am honestly afraid that it will be impossible to maintain without full resort to the experiences of the past, some of which have been rather bitter.

Finally it may very well be that there are legal obstacles which cannot be surmounted. In any case, if this is a matter of judgment, it ought to be made on facts. Therefore, if I can be of any further assistance in clarifying the issues, in either the Executive Committee or Board of Directors meetings, I shall be glad to do so. I certainly do not want to stress the quality of

Mr. Earle W. Webb - (2) - November 29, 1946

my judgment, but I do want to be sure that the facts are given careful consideration without prejudice.

Sincerely yours,

Robert A. Kehoe, M. D.

FAK ef

KE 0001143