

June 29, 1951

Mr. Charles H. Herzer, General Manager
The American Crucible Products Company
Lorain, Ohio

Dear Mr. Herzer:

I send you herewith the further report of Mr. Roberts' with its further and more detailed recommendations. Attached to it are two drawings which are of a rather sketchy type, but are believed to be capable of conveying the ideas behind them. Mr. Roberts has gone on a trip which is partly vacation and will not return for some weeks unless we need him badly. I, too, am getting away at the end of this week for a much needed holiday and will not be available until August first or thereabouts. There have been many last-minute things to be done, and there is not time to provide you with a finished report and drawings. However, I have felt it necessary to give you all the help that is possible without delay, and therefore I have had no hesitation in sending somewhat hurried reports to you.

With reference to your letter of June 26 and the work of Dr. C. T. Rusin, I can make certain suggestions as temporizations. I would like very much to have Doctor Rusin come here and spend a few days shortly after my return, from my vacation. This will give him a month in which to familiarize himself with your situation and with your employees. He should examine some of them, - as many as possible - with the idea of determining their state of health by purely clinical means. He should know something of what manner of persons they are, how they work and live, and what their attitudes are toward their jobs and their managers. If he is to do you any useful service, he will have to see the side of the picture that relates to the men, gain their confidence and fully deserve it, and pursue policies and procedures that will promote and secure their health.

I send you, for him, a copy of a book on lead poisoning with which he should acquaint himself in detail. I can cite him to other material later. The problem which he has before him is not too difficult if you will support him and if you find it possible to follow through on plans which will put the lead hazards under adequate control. There is no question that this can be done, although I would be the last person to say that it is easy and painless in your type of business.

We shall give you every help, analytical and otherwise, so long as you need it, and will undertake to find means for you to handle these matters independently. Some local (in Lorain) laboratory facilities should be made available if possible, but to be useful they will have

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to be good. If there is a good clinical laboratory there in an hospital or elsewhere, we might train an analyst to do this work satisfactorily. It would be useful all the way around, to have such a laboratory in that area. We are bedeviled by requests for analytical services, which because of the distance and the correspondence are a source of some inconvenience to us. We shall see what can be done.

In conclusion it is my advice that Doctor Rusin enter on this job during the next months with the announced purpose of studying the situation critically before he adopts a definite policy and procedure of examination, disposition of men, et cetera. If he and you make it clear that his present function is to study the situation carefully, along with the efforts being made to study the facilities of the plant, in an effort to solve your problems once and for all, he will be saved a great deal of wear and tear as to immediate decisions, and will be able to learn much without professing, on the one hand, to being an authority, but also without confessing, on the other, that he is a novice. Quite frankly, having no prejudice in this matter, and having nothing to unlearn, he will be in an highly advantageous position to make something of an expert of himself in a comparatively short time.

I trust that these remarks will be accepted in the spirit in which they are made, and that they will be helpful to you

In accordance with your letter of June 19, I have written to Doctor Riffin and Doctor Coler. We shall be glad indeed to cooperate with them in every possible manner.

I send herewith copies of my letters to them so that you will know where you stand in our relationships with them. It is unfortunate that I shall have to drop this problem temporarily, and that Mr. Roberts must be away at the same time. However, unless we take our vacations when they are scheduled, we never find it possible to take them at all. We have had a rather hard year, as a group, and therefore I am adhering to our schedule in the recognition of the fact that relaxation comes to be a very necessary thing at times.

Sincerely yours,

Robert A. Kehoe, M. D.

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C.C.: Mr. Lester E. Roberts

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