

June 10, 1944

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Mr. O. B. Lewis,
Ethyl Corporation,
Chrysler Building,
New York City 17.

Dear Oscar:

I have discussed the problem of your various activities at the Detroit Laboratory with Dr. Sanders, and I wish herewith to confirm the advisability of your dealing through Dr. Sanders in working out a program for cooperation in safety matters between New York and Detroit. Dr. Sanders has worked with the several groups in Detroit and has their complete confidence, I believe. For this reason he will be able to assist you, and at the same time will be able to work out such arrangements as will keep all of the relationships of the several groups on a proper basis. It is apparent here as in other activities of the Corporation that safety procedure must go hand in hand with medical policies and procedures. By virtue of the circumstances Dr. Sanders is in direct charge of medical matters at Detroit and is much more familiar with all of the details than I can hope to be. You should, therefore, work in full cooperation with him, and he will keep me informed from time to time. There is, of course, no reason why you should not correspond with him directly or forward to me any information on such matters as you would normally do, since there is no problem of collaboration between Dr. Sanders and myself. That is to say, anything which you send to him will be passed along to me and anything which you send me will go to him. In accordance with this policy I would suggest that any visit which is to be made to the Detroit Laboratory in relation to the general safety program should be arranged in such a way that Dr. Sanders will be there and will be able to sit in on any discussion of the problem. I have written a circular letter to Messrs. Calingaert, Heron, Bartholomew, Davidson and Scales, requesting their cooperation in this project. I enclose a copy of this letter herewith so that you will know just where I stand on the matter.

With specific reference to the problem of cans of Fluid and mixing operations at the Detroit Laboratory, I suggest that steps be taken without delay to obtain the necessary information. This should not be done through any subterfuge or any indirection, but the problem should be put up directly to Messrs. Calingaert, Heron, Bartholomew, Davidson and Scales. Either you or your

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representative should go to the Detroit Laboratory, having arranged a suitable date in advance, put his cards on the table, and say that he has been instructed to look into this question and to obtain all the information as a basis for a report and subsequent recommendations. It so happens that Dr. Sanders will have to be on a trip in the west for some weeks and will not be able to sit in on this discussion. Therefore, the details of it should be reported to me, at least insofar as recommendations for changed procedure are concerned. I will see to it that the matter is taken up through Dr. Sanders, and I think it may as well be understood that anything that is done will have to meet with his approval in view of his relationship to the entire situation at Detroit.

I have written to Messrs. Calingaert, Herrn, Bartholomew, Davidson, and Scales, asking their full cooperation on this particular project and explaining to them that anything that is to be done must meet their approval and Dr. Sander's before it becomes an accomplished fact. I enclose a copy of my letter to them.

I trust that this letter and all be satisfactory to you. I am merely trying to act as a go-between, so that there will be no unnecessary friction.

Inasmuch as I have made use of the expression "subterfuge" above, I think I should point out to you that some time ago it came to our attention that one of the members of the division staff was requested to visit Detroit Laboratory and obtain information more or less sub rosa. I think it is fair to point out that if this had come to the knowledge of some of the heads of departments in Detroit, it would have finished the safety division in Detroit, for some time to come.

Sincerely yours,

Robert A. Kehoe, M. D.

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C. C. Dr. L. W. Sanders

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