

December 3, 1936

Mr. T. R. A. Bevan
Ethyl Export Corporation
Thames House, Millbank
London, S. W. 1

Dear Mr. Bevan:

I shall undertake to reply to your various communications and at the same time I hope to develop the details of a more or less general policy which I hope to be able to apply to our medical relationships. In that connection I am sending you a memorandum containing my recommendations with regard to certain specific countries. I am sure you will realize that I know in advance that certain of my recommendations may not be immediately feasible. Moreover it is not my disposition, as you know, to deal with men who have been associated with us, in any peremptory manner. The ordinary human and professional courtesy requires that we proceed with due care. At the same time I should never wish to ignore or override your judgments as to the wisdom and propriety of carrying out certain things which I suggest. Therefore I should like you to give some thought to my proposals and to let me have your frank reaction to them. I have not discussed these matters with Mr. Webb since I have wished to take them up with you first, and you can be sure that I have no intention of going over Mr. Webb's head in any matter which you wish to refer to him, or which you wish to have me take up with him. I am merely expressing my own notions as to the best means of accomplishing certain purposes which I have in mind.

Certain matters have been brought to my attention by a memorandum from Dr. Machle, reporting his last trip to Europe. With reference to patent mixing Dr. Machle has pointed out that you have been put to some considerable inconvenience and expense in carrying out the present technique. The situation seems now to be well in hand, and I see no reason why it would not be perfectly satisfactory for you to delegate this work if and when you have assured yourself that the work will be done properly, and that you will be kept fully informed of everything that transpires.

KE 0007142

N 7801

I have both Boldero's and your letter on the subject of precautions in tank cleaning. What you have done seems to me entirely adequate, although considering the irregularity of cleaning operations, I would consider it wise to issue a reminder from time to time to the distributing companies on this subject. A similar reminder will be provided by the doctors on their visits. It may be that we shall have to modify the instructions. As I told you before, we are giving the matter extensive study in order that we can assure ourselves as to what is required. It would be foolhardy to attempt any modification of instructions at this time, and I am, therefore, of the opinion that the issuance of the pamphlet in its current form is the best procedure at this time.

You will note that I made certain recommendations on the Italian situation in my memorandum. I have your various letters giving information on the subject, and I have also received the letter containing the report of Professor Prete on the man Vescia. The report gives me additional reason for feeling that Prete is probably an able man, but I think you are wise in making no move to settle this question until the situation in Italy is somewhat clarified. As to the disposition of the case of Vescia, I have no recommendation to make since you and Hawkins are in much better position to arrive at a judgment than I am. I have the same reaction to the question of the frequency of medical examinations in Italy. I see no reason why the men should be examined more frequently than semi-annually. On the other hand, it would be wise to fit into any program which can be operated with the least official interference.

A recent copy of a letter to you from John Schaefer dated November 20th, gives some considerable discussion of a means of transferring Fluid from our drums to drums of Italian manufacture. I do not know the circumstances which have brought about this discussion, but I wish to urge the inadvisability of any such transferring of Fluid. We would be justified in going to very considerable inconvenience and expense to avoid any such procedure, and it should not be done except as a last resort.

In the matter of the mixing installation on Bahrein Island, I was somewhat perturbed at your statement that arrangements had been made for the installation of an 8500 gallon storage tank type of plant. It has been agreed upon that such plants will not be built outside of the United States and Canada without a full and complete discussion of the circumstances which suggest the use of such equipment. There are certain difficulties in connection with the operation of such plants and there is always the problem of transporting Fluid and emptying it into such tanks. In general I should say that there is no advantage in the use of the bulk equipment except when Fluid can be transported in tanks of corresponding size. So long as the storage tank can be filled from drums,

KE 0007143

we may just as well make use of drum emptying equipment for mixing. Since this policy was well understood in the New York office, I got in touch with them at once to find out how this slip-up had occurred. I am glad to report to you that my information from New York is to the effect that no move has been made to erect the blending plant as yet, and that a standard drum installation has been recommended and approved for this purpose. If there are any changes in this program, I will certainly be informed about it and will have an opportunity to make such suggestions as seem pertinent.

I am glad you have given me the information about Dr. Poth who is presently to assume the responsibility for the medical supervision of this plant. I shall write to him promptly, giving him such information as I think he should have, and I shall try to establish a connection which will keep me acquainted with his actions.

This brings me to add a few comments on what I hope to accomplish through more direct connection with our medical consultants. I believe that if all negotiations were made with medical consultants in such a way as to make them definitely responsible to this office, we should have a somewhat better opportunity for knowing what is in their minds and what they are actually doing, than we have at the present time. Obviously I do not wish to put you to any greater trouble or to any considerable delay in completing negotiations with such men. Equally obviously, in many instances the negotiations will have to be carried out by you. However I think it could be always made clear that the eventual relationship is subject to my approval and can be terminated if the results are not satisfactory. I think it is well also to amplify somewhat the instructions given to medical men, and I believe such instructions should come from this office except in so far as I have indicated in the outline of Dr. Boldero's responsibility. Accordingly I am sending you along with the other memorandum, an outline of instructions which I expect to make use of for this purpose. I would like very much to have these instructions translated into German, Spanish and Italian, and if you will be good enough to have this done for me by competent persons and transmit the translations to me, I shall have a sufficient supply printed or typed so that I can send them directly to our consultants.

I would suggest that you discuss these matters with Dr. Boldero to any extent which you may consider advisable or necessary. I am sure that you and he can come to a frank and fair understanding as to what he desired in connection with his own work and responsibilities. I have no wish to limit his responsibilities for I have the utmost confidence in his adequate performance of everything which he undertakes. On the other hand I know that he is a

busy man and that we can not take more of his time than he is willing to give us.

As to Gordon, I should not wish you to feel that I would urge you to make any move which either you or Gordon would feel to be unfair. You can handle this matter as you see fit, so far as I am concerned, discussing it with Gordon as you like and dealing with him as you and he feels is wise and fair. My recommendation in the memorandum is merely a flat statement of the situation as I see it.

I believe this covers all the points which I have in mind, and I should be pleased to get your reactions to these matters when you have had time to think them over.

With kindest personal regards,

Sincerely yours,

RAK:is

Robert A. Kehoe, M.D.

KE 0007145