

Dr. med. Max. Spel thahn

April 23, 1937

Dr. Med. Max Spelthahn
Leuna, Kr. Merseburg
Germany

Dear Doctor Spelthahn:

In the interval since I have written you, I am quite sure that the question of your taking over the medical supervision of mixing plants in Germany and of all other medical matters connected with E. G. m.b.h. has been discussed with you. In view of the expansion of these activities in Germany, I came to the conclusion some time ago that it would probably be impossible for our present consultant, Dr. G. Sieveking, Rothenbaumchaussee Nr. 211 - Hamburg 13 - to give the time and energy required for looking after these matters. I should be very much pleased if suitable arrangements could be made whereby you could assume a general supervisory responsibility for all of these activities. The actual work both at the Manufacturing Plant in Döberitz and at the various mixing plants in Germany could be taken care of by a man of your selection. I am sure you will realize that in both instances the medical work would have to be done by someone who is well trained medically and who is willing to give the time and attention to details both in the examination of the men and in the critical examination of working conditions in the plants. Initially if you take on this work, I think you should visit all the plants, familiarizing yourself with all the details of their construction and operation. Obviously you should be familiar in detail with the instructions and regulations under which the plants are operated, with their facilities for safety and cleanliness, and with all other matters which have to do with the preparation of a product for commercial distribution. After that I see no reason why the time consuming end of the work might not be done by a less experienced but capable man operating under your instructions and supervision. No matter what the quality of the man or men engaged to do this work, it would be necessary, I think, to maintain a very considerable familiarity with all that goes on so as to be able to regulate the general medical policies of the Corporation, and to bring them into harmony so far as possible, with the general program which we have laid down for the development of its business in all countries.

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As to the plant at Döberitz I think it would be necessary there to have a man who will be not only a good clinician but also one who understands the operation of the plant, maintains familiarity with the details of operation so as to command the respect of the operating staff, and to maintain satisfactory relations with the workmen. By the latter remark I mean specifically that the workmen should have full confidence in the ability and judgment of the plant doctor.

I have not written to Dr. Sieveking about this matter since all my relationships with him have been through correspondence, and I know too little of the details of his work to approach the question with that understanding and tact which would be required. So far as I know, his work has been adequate as far as it has gone. It has been limited, I believe, exclusively to the study of Hamburg and its vicinity, and I doubt very much if he would find it possible to visit more distant points in Germany. Through a mis-understanding on his part, I believe, he was examining the men without visiting the plants. I dare say he has changed this policy but in any case I feel that it is quite necessary that the physician see the plants, see the men at work and know precisely what is going on. Dr. Sieveking has been on a retainer fee received from Ethyl Export Corporation, and he has been responsible to Mr. Bevan and to me for his actions. At first, because of his public duties, he had some hesitation in accepting this work but did so on the understanding that he was entirely free to exercise his own judgment and that he would not be expected to modify his professional judgment in any way for the primary benefit of Ethyl Export Corporation. He has been quite capable, I believe, and I should be the last person to advise any means of dispensing with his services which would lead him to feel that he had been dealt with in an inconsiderate manner. I have no knowledge as to whether the matter has been discussed with Dr. Sieveking in any way. It may be that you and your associates will feel that this matter should be left until I am in Europe this summer. On the other hand it is entirely possible that Dr. Sieveking can be approached and that the matter can be discussed with him in such a way as to leave him quite free to communicate his wishes in the matter directly to me or to Mr. Bevan. I am quite willing to do what I can and I am quite willing to take the responsibility for any decision that is required since in the last analysis this matter is my responsibility. On the other hand I think you will understand that my contacts with Dr. Sieveking have been so limited and so indirect that

I seek the suggestions of yourself and your associates as to the best manner in which to handle the whole situation. I should be very glad to hear from you as to the status of this matter at present, and as to the suggestions which you and your people wish to make.

With kindest personal regards
and with the pleasant anticipation of seeing you at an
early date, I am

Cordially yours,

RAK:is

Robert A. Kehoe, M.D.

cc Mr. Bevan

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