

August 25, 1937

Mr. G. Grants
Gulf Refining Company
Toledo, Ohio

Dear Mr. Grants:

I am writing to let you know that our analytical results have verified the clinical diagnosis that I arrived at in the case of your employees at the Cleveland plant.

It is regrettable indeed that an accident such as the one which occurred in Cleveland could happen, particularly since such great pains are taken to acquaint the management of the refineries and bulk plants with the precautions which must be observed during tank cleaning. We can never, I suppose, eliminate entirely the human element in carrying out orders and regulations, but that should not prevent us from making every effort to see that each man is acquainted with his responsibilities in the direction of personally assuring himself that rules and regulations are followed when assigning work such as tank cleaning to subordinates, even though he may have reason to believe that the subordinates are fully acquainted with the protective measures and procedures upon which we insist.

I am sending along a copy of our rules and regulations, similar to the ones which are placed in the hands of all superintendents at locations where blending is carried out. May I ask you to do me the favor of making a personal effort to direct the attention of all of the managers under your jurisdiction to the instructions for cleaning tanks, which can be found on page 13 of this booklet.

I enjoyed very much being with you in Cleveland and regret that we could not spend more time together. Please do not fail to call on us when you visit Cincinnati.

Cordially yours,

WFM:vr

Willard F. Machie, M. D.