

# ETHYL GASOLINE CORPORATION

CHRYSLER BUILDING  
405 LEXINGTON AVENUE

HWK-17

NEW YORK July 10, 1940

TO ALL DIVISION MANAGERS

Gentlemen:

There is evidence that some confusion still exists in the minds of various division managers as to what they should be doing on our safety program at this time. This conclusion arises from the fact that weekly letters from and concerning our field representatives in many cases show that hit or miss contacts are being made to collect data on organization responsibility, tankage, etc., among our customers and jobbers. We endeavored to be as specific as possible in our letter of June 12, wherein we stated that we considered our primary problem at this time to be the collection of information showing the organization chart of each company so that we might eventually know and contact every individual in each company who has authority to approve the entrance of men into storage tanks for cleaning or repair. This work has progressed rapidly in certain divisions, but in others it appears that field representatives have been told merely to go out and get as much information by contacting bulk plants and jobbers as is possible. The latter procedure is certainly not what we want at this time.

We have studied carefully reports of all divisions as to how best approach our problem and from our study of all the data at hand, it appears that our first important point of contact is at the main office of each customer. At that point our representatives should contact any executive in whose department storage tanks are a matter of responsibility. In the larger companies, this responsibility may lie with any one or more of five depart-

ments,- namely, Manufacturing, Sales, Terminal, Safety and Engineering. In the smaller companies many of these departments may be lacking, with one or more individuals at the head of all activities. In any event, if you have not already done so, we want you to contact every customer company whose head office is in your division and secure the following information:

1. MANUFACTURING: The name of every refinery superintendent and assistant at any refinery operated by the company.
2. SALES: The name of every branch manager and assistant at any branch sales office.
3. TERMINAL: The name of any terminal manager and assistant at any large (pipeline or water) terminal.
4. SAFETY: The name of every branch safety manager or assistant at branch office points.
5. ENGINEERING: The name of any engineering manager and assistant at refineries, terminals or branch sales office points.
6. A statement complete as possible, as to what the general policies of the company may be (at least what the head office considers to be their general policies), regarding the methods, type of employee, periodicity, authority, etc., in handling tank cleaning and repair problems.
7. A general report as to whether the company operates terminals, bulk plants, etc., or sells entirely to jobber customers.

It is imperative that this information be secured and transmitted to the New York office just as soon as conveniently possible. Much of it is on

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hand in your offices at this time, and we would like you to begin sending it in to us immediately. Don't wait to collect it on all customers,-- send in what you have and as you get it complete for each customer.

When we receive from you these refinery and branch organization lists, we will immediately break them down by our own divisions and send them to the division office wherein the refinery or branch is located with the least possible delay. A real investigation effort must then be put forth to go on down the line from the refinery, branch sales office, or terminal points, until you have made up a list of every individual in every customer company who has the responsibility to authorize tank cleaning or repair.

At these latter points of authority, we will find the individuals who are most important to us. They are the ones who should receive from us our most exacting description of the reasons why our tank cleaning instructions should be followed, as well as copies of the instructions, and they must be sold on the necessity of notifying us every time they authorize the entrance into storage tanks.

We think you will find that the last group, which for want of a better name we shall call the "authority men", will not be quite as numerous as we may guess at first hand. Our biggest job now is to get a record of every one of them and to gain their cooperation so that they will send us notification of each proposed tank entrance.

(While we want you to send in all of the organization data on refinery and branch personnel located anywhere in the United States, there is no reason why each division should not go right ahead with its contacts of such refinery or branch office personnel within that division.)

During each contact with those "authority men" whose duty it is to authorize tank entrances, you should see that they have a supply of post cards.

Request that these be used when sufficient time exists to give us adequate notice prior to a proposed tank entrance. Where sufficient time does not exist, authorize the individual to wire or phone collect to our supervisory division office.

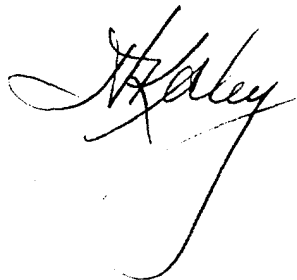
We told you in a former letter that while we consider our problem of the small jobber a very definite one, we are more interested at this time in organizing ourselves with refiners, pipeline companies, and the large jobbers. So, please do not occupy the time of your men in contacting smaller jobbers throughout the country now. We are not really in a position to properly educate them or tabulate the information which we expect to receive when a complete jobber survey has been made.

At a later date, we will supply you with forms which should be used in your contacts with the "authority men". At present, we are preparing suggested forms from information many of you have already submitted. You will receive these for your study and suggestion in the next few days. (Don't wait for the forms however,- go ahead with your contacts.)

In conclusion, we realize that many of you have the program described herein well under way. If you are not engaged in following this procedure at the present time, please be governed accordingly.

Time is rather important in following these instructions, and we ask that you acknowledge receipt of this letter as well as your full understanding thereof, or acknowledge it at once and ask any questions you have in mind.

Very truly yours,



M/R

cc: Mr. O.B. Lewis  
Dr. R.A. Kehoe

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