

# ETHYL CORPORATION

## INTER-OFFICE CORRESPONDENCE

|         |                                                     |         |               |
|---------|-----------------------------------------------------|---------|---------------|
| TO      | Dr. R. A. Kehoe                                     | ADDRESS | Cincinnati    |
| FROM    | Mr. J. H. Schaefer                                  | ADDRESS | New York      |
| SUBJECT | Investigation of Production Capacity at Baton Rouge | DATE    | March 4, 1947 |

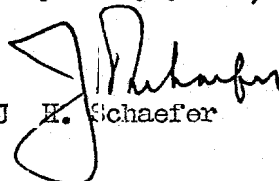
I very much appreciate your letter of February 26th with regard to our investigation of the maximum production capacity of the plant at Baton Rouge. Certainly there is no reason why you should not have replied directly to me.

I am thoroughly in harmony with your view that we should not operate the plant for any future conditions beyond what would be considered practical and safe. However, our Board of Directors wants to know what is the limit, and I thought perhaps we should run a trial test, get our data together, arrive at a practical solution, and so advise them.

I think you can see very well what they are driving at. Do we have sufficient capacity to take care of our customers for a period of several years in the event that the metallic lead situation would improve and tetraethyl lead would be on an unrestricted basis of distribution? Also should the time come that our friends in Wilmington were to pick up sufficient business, would our present capacity plus theirs be sufficient for the whole trade?

I would appreciate your keeping in touch with Baton Rouge, however, during the test so that you have the full story on the hygienic side and can help us arrive at the proper decision.

Very truly yours,

  
J. H. Schaefer

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CC: Mr. C. W. Bond  
Mr. J. A. Costello

KE 0001066

February 26, 1947

Mr. J. H. Schaefer,  
Ethyl Corporation,  
Chrysler Building,  
New York City 17.

Dear John:

I have your letter of February 13, and despite your suggestion of replying directly with a copy to Clint Bond, partly for your information and partly for the record, I am replying to you.

In view of the conditions which are visualized as possibilities, I should consider it wise to completely visualize the difficulties associated with plant operations on a 4-hour cycle well before the actual necessity for such procedure comes into being. I did not realize that anything less than a 4 1/2-hour cycle had been used and had demonstrated its feasibility. Perhaps I may be right in believing that that is the shortest cycle that has been used over any length of time. Perhaps I am not right. If I should be right, I suggest that resort to the 4-hour cycle be done very carefully, and with a willingness to discontinue promptly if it turns out to be difficult. There are, as you are aware, a number of considerations, such as the additional wear and tear on equipment, and the increased opportunity for human error based on the necessity for a change in habit on the one hand, and an increased alertness on the other. The Baton Rouge plant, so far as my observation goes, is in a very good state at the present time. Moreover, the conditions in the operating buildings concerned with the actual manufacture of tetraethyl lead, are better than I have ever known them to be. This, therefore, is a good time to make the trial. However, we have had adequate evidence from time to time, that there is a certain amount of disregard of danger on the part of the men, and a certain degree of carelessness and avoidance of responsibility. I think, therefore, it will be necessary to go somewhat slowly and to be quite sure that all of the supervision be alert and quite prepared to take the increased responsibility that goes with a manifest increase in the hazards of daily operations.

On my last visit to Baton Rouge I discussed with Dr. Bock the intelligent changing of our program of medical examinations of operating and other personnel. I am not sure as to just how far these plans have been put into effect. However, I am quite prepared to say, for Mr. Bond's benefit, that careful consideration will have to be given by him and more particularly by Dr. Bock to the effect of any changes in the previous schedule for the examination of operating personnel, in relation to this program

KE 0001067

Mr. J. H. Schaefer - (2) - February 26, 1947

of increased speed of production. I am quite prepared to guarantee that the plan which Dr. Bock has worked out is better than the plan previously in use. On the other hand, I am mindful of the point of view of workmen concerning changes of this type, and we shall certainly have to consider seriously the effect upon the men of certain changes in plant operations which occur more or less coincidental with changes in medical programs and techniques. I am not prepared to say more than this at this time, but I should very much appreciate having any comments from Mr. Bond, or from Dr. Bock at the instigation of Mr. Bond, that may bear upon this situation.

Sincerely yours,

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Robert A. Kehoe, M. D.

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C.C.: Mr. C. W. Bond

cc: Mr. J. A. Costello  
Mr. C. W. Bond

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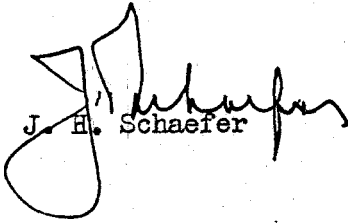
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|         |                    |         |                   |
|---------|--------------------|---------|-------------------|
| TO      | Dr. R. A. Kehoe    | ADDRESS | Cincinnati        |
| FROM    | Mr. J. H. Schaefer | ADDRESS | New York          |
| SUBJECT | Baton Rouge Plant  | DATE    | February 13, 1947 |

Some of our forecasters around here believe that we shall have a demand for tetraethyl lead for 1948 in excess of our estimated plant capacity at Baton Rouge. Our operation, of course, is still contingent upon the availability of metallic lead. If we make the assumption that there will be ample supply then, we must determine just what is the actual capacity of the plant as far as alloy operation, ethylization, distillation, sludge drying, furnace recovery, etc., are concerned.

Toward this end we are planning shortly to operate two buildings at Baton Rouge on a four-hour cycle, which is about as high a rate of operation as we anticipate could be maintained; the other two buildings are to continue on a five-hour cycle, which is present rate. Unless we run into unexpected difficulties, we would plan to operate on this basis over a period of several months.

I thought you should know this in the event that there are any plans or comments you would like to make on all hygienic aspects of the situation, and you may want to communicate directly with Messrs. Bond and Bock. If so, I should also like to receive a copy of your comments.

  
J. H. Schaefer

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