

November 1, 1945

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

Dear John:

I am sending you herewith a memorandum covering my observations on my last trip to Baton Rouge.

You will recognize that this is not a very satisfactory picture. I have gone into somewhat more detail than might ordinarily have been required, for the reason that I wanted to familiarize some of our own people with some of the background and with the general principles that guide us in the consideration of such observations. On this account I am sending a copy of this letter to Clint Bond with the idea that he can make such use of my memorandum among his personnel as may be advantageous in his good judgment.

There is no question in my mind that this whole picture needs to be examined quite carefully and that we need to apply a certain amount of judicious pressure in the accomplishment of things that have gone on too long in a more or less unsatisfactory manner. I believe you will see in this memorandum the restatement of certain points of view that I expressed in our conference of last week. The difference is that here I am citing verse and line to illustrate points that I made only in a general way.

I should not want to produce the impression that conditions at Baton Rouge are alarming. What I do want to say very definitely is that the job is not being done as it can be and should be, and that we need to go after it and do the things that quite clearly need to be done. I have been patient with a number of these situations because it seemed necessary under the circumstances. I shall not continue to be patient with delays. Our supervision needs tightening up and our performance needs great improvement. There is no good reason that I can see why this should not be effected promptly. At the same time there are a number of situations that require careful examination and study. Such studies and deliberations should be initiated at once and should be put into effect as promptly as our facilities will permit.

Copies of this memorandum are being sent to Dr. Rankin, Mr. Stecher, Mr. Fisher and Dr. Gehrmann without, however, sending them copies of this letter.

Sincerely yours,

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