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## ETHYL GASOLINE CORPORATION

CHRYSLER BUILDING  
405 LEXINGTON AVENUE

ME-21

NEW YORK August 16, 1940

Personal & Confidential

TO ALL DIVISION MANAGERS

Gentlemen:

This circular is not intended to be tough, but it is deliberately worded so as to be incapable of misunderstanding.

Another man died the day before yesterday as a result of having spent several hours in a tank cleaning operation. Proper precautionary measures had not been taken. Several more men are in the hospital as a result of exposure. Due, probably to the timely aid of a member of our Medical staff, the latter cases are now out of danger.

In this particular instance, a tank was cleaned on which there appears to be no history of spiking. So far as we know, the tank has never contained anything other than leaded regular gasoline having a lead concentration not above normal. Air line masks and proper precautionary measures were taken until the tank was determined to be gas free. No masks were worn in the handling of sludge. The men were exposed for varying intervals of time.

The authority man who approved the tank cleaning in this case was contacted last January. An effort had been made to see him and bring him up to date on the hazards involved as late as a few weeks ago. Unfortunately, he was out of town when this contact was made. In any event, the fact remains that he did not notify us and our safety engineers were not asked to be present for the tank cleaning operation.

There could be no better example of the things we are trying to overcome by our safety program than the case related herein. All of our elaborate program for assistance to the oil companies broke down in this case because we had not had an opportunity to sufficiently impress on the authority man the potential penalty for carelessness. This same man has stated that he will not under any circumstance, authorize another tank cleaning without making sure that one of our safety engineers is on the job. It is just too bad that a fatal accident was necessary to bring about this attitude.

Our report to you on this case is subordinate to our primary purpose in writing you this letter. We understand that some of you have chosen to conduct your safety activities in a manner which seemed to you to be in keeping with the best procedure in your particular division. In other words, verbal and written reports indicate that some of you are still devoting lots and lots of time to

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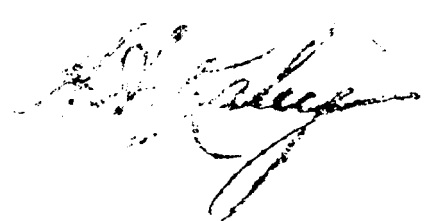
the collection of data on tankage and statistical information on jobbers. These efforts are contrary to the fact that we have told you "THAT OUR FIRST AND PRIMARY JOB OF GREATEST IMPORTANCE AT THIS TIME IS TO SEE AND DISCUSS THE TANK CLEANING PROBLEM WITH EACH AND EVERY PERSON WHO HAS AUTHORITY TO APPROVE TANK ENTRANCE SO THAT SUCH INDIVIDUALS WILL, FIRST, NOTIFY US OF TANK ENTRANCE, AND SECONDLY, INSIST THAT PROPER PRECAUTIONARY MEASURES BE TAKEN BY TANK CLEANING CREWS".

Why is there any ambiguity in what we want and insist that you cover at this time? You have been told and impressed with the fact that you must see and make your story stick with the thousand odd representatives of our customer companies who can authorize the entrance into tanks of cleaning crews or repair men. After that is done, and it is by far the most important job you have at this time, we will tell you in the light of best experience, how to attack the almost equally important, - but far larger job, of putting the same story before the resellers.

This program has got to be handled speedily, but with proper regard to thoroughness. If you have not been giving it its full share of importance in accordance with the instructions you have had, please be governed accordingly. In furtherance of that statement, and after a very brief period in the future, I think we shall be inclined to criticize any division manager who has in his division an authority man who has not been contacted and the story told to him impressively enough to secure his future cooperation.

Please be kind enough to acknowledge this letter and your full understanding of our past instructions as well as those contained herein.

Very truly yours,



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