

March 26, 1942

Mr. Oscar B. Lewis
The Ethyl Gasoline Corporation
Chrysler Building
New York, New York

Dear Oscar:

Enclosed is a copy of my memo to Coard. I enclose also the file on the blenders' handbook, which will be, I believe, self explanatory. You will note that there is a variety of opinions expressed as to the need for such a book. It is my opinion, obtained after discussion with the men in the field, that what might apply at one refinery may not apply elsewhere, and I suggest that as a basis the book be a loose leaf affair and that individual aspects be covered on separate sheets so that the managers and safety men may include that information which they believe describable for a particular plant and delete that which might not apply or which, in their judgment might confuse or be of negative value at any plant.

This, of course, leaves much to the judgment of the field men which in my opinion is as it should be. Certainly he is best qualified to make the individual decisions; besides it would serve the useful purpose of summarizing the individual reactions the field man may have regarding any particular plant.

With the increasing turn over in operations as a result of the war, it may become increasingly important that we have such a book as a training manual and ready reference. The one prime thought which was repeatedly expressed in the field was not to attempt to describe or illustrate in elaborate detail all of the possible problems which might arise at a blending plant and not to intimate that the book in any way is meant to take the place of safety men's responsibilities or approval for the blenders to make repairs or adjustments without the consent or in the presence of a safety representative.

You will note I refer to the tank cleaning picture book proposed by Harry Mack. My opinion on this again is that it is a useful tool and should be supplied to each division, but that sufficient latitude be given to the individuals using the book so that they can best fit it into their own particular problems.

Very truly yours,