

ETHYL GASOLINE CORPORATION

CHRYSLER BUILDING
405 LEXINGTON AVENUE

EWK-13

NEW YORK

June 26, 1940

TO ALL DIVISION MANAGERS

Gentlemen:

The past two weeks have seen a great deal of activity among our Division Managers and others in attempting to formulate plans for a concerted program on Safety. Reports have been received in this office and are now in process of study by various individuals in the Sales and Medical Department. The standardized system which can be applied to our problems in any division, should be forthcoming and available to the division offices in a reasonably short time, - perhaps in ten days or two weeks from now.

The purpose of this letter, however, is to advise that due to our preliminary activity we have apparently made our licensees think more seriously of the safety problem, and as a consequence in at least several divisions, we are receiving quite a large number of requests to supervise tank cleaning. At least two divisions are under-manned in the handling of these requests and we strongly suspect that these same conditions exist, or will exist elsewhere.

Reports received to date indicate beyond doubt, that we will need to increase our Safety staff. The real purpose of this letter, therefore, is to notify you that you should give some thought to the selection of one additional safety man in your division immediately. You are fully aware of the qualifications which go to make up a good safety engineer. We think you should be governed accordingly in your selection. We do not wish you to make a selection which would disrupt your organization in other lines of our business. However, we do not desire to have any men engaged in safety, with the training which will be necessary, unless such men have a satisfactory record of performance behind them and you are entirely satisfied as to their continued future with the company. In other words, don't select any but good men for this job, but at the same time, do not remove anyone from specialty work, such as fleet, tractor, etc., unless such men can be replaced by other individuals of sufficient ability to carry on.

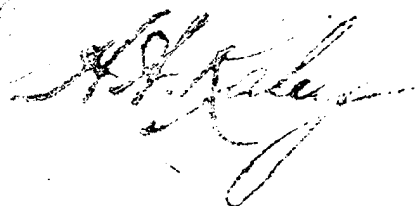
It is possible that further enlargement of the Safety staff may be necessary at a later date. Will you, therefore, kindly give this matter some consideration so that, if necessary, we will have a reasonable idea of whom you might appoint. We are hopeful that for the present at least, only ten additional men (one per division), will have to be transferred to Safety activities.

Increasing requests for supervision of tank cleaning make it apparent that some of our divisions may be in a jam as to their handling of these

requests. So far as possible, we believe that this work should be handled by Safety Engineers. However, where this is impossible, someone else must be delegated. This is a serious matter, since if we request the cooperation of our customers in informing us of projected tank cleaning, we must meet such requests by having present the best qualified individual available. If we do not cover all these requests, our whole system will fail. Therefore, let there be no mistake about our understanding that the best qualified man available will supervise tank cleaning on request, and no request shall be allowed to go unfulfilled.

Please let us know your selection of the man you desire to transfer to Safety as soon as possible, but don't take any action until we have approved your selection.

Very truly yours,



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