July 7, 1961

Personal and Confidential

Joseph C. Calandra, M.D.
Industrial Bio-Test Labs. Inc.
1810 Frontage Road
Northbrook, Illinois

Dear Doctor Calandra:

I have considered for some time whether I should write to you in relation to the problem presented by the projection of another chemical manufacturing company into the manufacture of tetraethyllead and, perhaps, other lead alkyls. It is my understanding that you are acting in the capacity of a consultant to Houston Chemical Corporation, Houston, Texas. I have no idea as to the nature and scope of your responsibilities, nor do I know what this Company is doing by way of proper preparation for handling its responsibilities in the field of industrial and public health. The latter, frankly, is what disturbs me in this situation, for I have been consulted in some degree by every company that has been involved or expected to be so involved, in the U.S.A. and in several instances elsewhere.

A series of problems must be met by any company that engages in this business, and while I am sure that these can be met, in time, the conditions and circumstances which now surround this industry are such that these dare not be worked out again by methods of trial and error. I cannot fail to bear a very considerable amount of professional responsibility for whatever may happen in the affairs of this industry. I, personally, quite apart from the experimental approach to these problems which has been developed and followed in the Kettering Laboratory, have borne the responsibility for providing (with of course, the help of my professional colleagues and also of sound technical people in the industry) the regimen whereby both industrial and public health have been safeguarded. There is a great deal more in this than meets the eye , for there are very real dangers which are held at bay only by a very high quality of performance on the part of the individuals and groups concerned. If any one of the necessary facets of performance is neglected, there will be tragic consequences. I repeat, that this industry cannot endure, if there is a repetition of such tragedies.

Moreover, there is a degree of risk to the community which is far from being theoretical, if the necessary caution in certain operations of this industry break down. Such a failure is not only likely, but inevitable, unless the lessons of the past are kept clearly in mind now and in the future. It is not generally recognized that there is virtually no governmental control of certain highly significant features of this business that involve public hazard. The control exists within the industry, only, but at the first eruption of a public danger, governmental controls - a multiplicity of governmental controls - will come into existence. Such controls are unlikely

to be wise, and they will certainly be difficult for the industry to live with.

I bring these matters to your attention on a strictly professional basis. I have no doubt that you have some knowledge of them, but your familiarity with certain of them cannot possibly be adequate. It is only under such circumstances that I feel the necessity of departing somewhat from the usual pattern of professional behavior in suggesting that it would be wise of you to talk with me, at least, in a preliminary and confidential manner, before much more time shall have slapsed. This matter is much more important then either of us, our professional positions, or matters of pride, or of professional rigidity. It involves the safety of many people in many parts of the world, and it would be a professional travesty if we were to permit commercial arrangements or professional conventions to interfere with some degree of consultation.

As you may or may not be aware, I continue to be a consultant to Ethyl Corporation since my retirement as its Medical Director at the end of 1958. However, I have never qualified my right and duty to act in the public interest in my relationships with Ethyl Corporation and (at one time) du Pont. (I have never been put to the test in this regard, for it was never suggested that I should act in any other manner.) My primary position, of course, has always been that of a member of the Faculty of this University, and as the Director of this Department and Laboratory. I have never occupied an ambiguous professional position. Consequently, at this time I speak to you as one physician to another, and in no other capacity. I have not consulted anyone, nor do I consider it necessary or desirable to do so, in writing to you as I have. I lay myself open, no doubt, to some misunderstanding, but I count on your good will and good sense to spare me that embarrassment.

Cordially yours,

Robert A. Kehoe, M. D.

RAK:ss