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*Order for Dr. L.C.F. Blackman*

*File Canada*



Imperial Tobacco Limited/Limitée

May 12, 1982

A. L. Heard Esq.  
Westminster House  
7 Millbank  
LONDON SW1P 3JE  
England

Dear Alan:

This is to confirm our wish to have Stewart Massey spend two years in our R & D, starting as soon as you can conveniently arrange, and as soon as we can obtain a work permit from the Canadian authorities.

Massey's title will be Manager of Laboratories, which embraces personnel engaged in research, as well as chemical and physical test labs. Apart from whatever duties that are implied by the position title, we hope that Stewart will bring a degree of professionalism to research planning and execution - a kind of "senior scientist" sort of direction which is informed, understanding, but disciplined.

For a number of reasons, partly historical, partly a question of personalities, and partly because so much of our effort is devoted towards operational problems, our R & D group has always suffered from a lack of integration. There will be some organizational changes put in effect in the immediate future, which are intended to achieve a more cohesive R & D. We look to Massey to help in this integration, to put a little more theory in the practise and a little more practise in the theory. This would include the development of a greater awareness of, and utilization of what has been emerging from GR & DC.

We have high hopes that Stewart's influence will be felt throughout the whole of our R & D. He certainly grasped the essence of our situation very quickly when here last week. I should say that the official request for a work permit will probably make no mention of a title nor imply that he is to occupy a regular position. The request is likely to make reference to the research contract we have with you, which says we have right of access to your research

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product. It will speak of Massey as being needed here specifically to transfer your technology to us.

Pat Dunn will organize the finding of suitable accommodation through Paul Archembault, with assistance from our Personnel group, if need be. We are very grateful to you and all others who have helped in making this arrangement come to pass.

With kind regards.

Yours sincerely,

R. M. Gibb

cc P.J. Dunn  
C. Mercier

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