

January 14, 1937

Mr. Alan C. Tully
Ethyl Export Corporation
368 Collins Street
Melbourne, C. 1
Australia

Dear Mr. Tully:

I have your letter of November 18th and 28th respectively to which I have delayed replying because of the press of other matters. I think it wise to reply to them separately because of their somewhat varied content.

In the matter of Dr. Clive Sipple, I think it worth while to point out to you that the manner in which Dr. Sipple has apparently come to be one of our medical consultants is not to my liking. Undoubtedly you are not at fault for not knowing what my attitude is on these matters, but because of this incident I think it wise to outline fully my idea of the relationship of our medical consultants to the Corporation and to me. Australia is situated at a long distance from the United States so that it is rather difficult for us to have the type of contacts that would be mutually advantageous. On the other hand it is not sufficiently far away to make your problem there any different in principle from that in this country. It is, therefore, wise that all matters of medical policy should be made uniform in their general bases.

First it is my wish to have as few medical representatives in any part of the world as possible. I much prefer to have an entire area under the direction of one person and, so far as possible, the work should be done by this man. Dr. Fairley was originally selected as a responsible and capable man and although his and my contacts have been made at long distances, we have corresponded back and forth about a number of matters and I have had a general understanding of his situation. It is not my wish to direct him in the detailed performance of his work. On the other hand it is my distinct intention to keep him informed in all matters of consequence, and to have him acquainted with our general point of view, with the nature of our medical problems and the manner in which we should like to have them cared for. I wish he had consulted me in the matter of his need of further assistance. I would

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probably have accepted his judgment entirely on the matter both as to his need of assistance and to the person to be selected, since he should know very much more about that end of the matter than I. On the other hand if either he or you were thinking in terms of the expense of traveling, I should not have regarded this as a sufficient reason for taking on an assistant. Your letter does not state that this matter was initiated by Dr. Fairley. I assume that it was but if it was not, and if the action was initiated by you, I shall feel it necessary to consult Dr. Fairley as to his point of view in the matter before giving my approval. I do not wish to seem either unreasonable or authoritative, but I am not interested in giving my *ex post facto* approval to a situation on which I have not been consulted. Therefore I have not complied with your request to write to Mr. Webb voicing my approval of your action. May I suggest that you have Dr. Fairley write me, pointing out the reasons for the appointment of Dr. Sippie and describing his qualifications for the position. I further suggest that if any situation arises in the future whereby Dr. Fairley finds himself in need of assistance, that he write me explaining the situation and making suggestions for the solution of his problem. Obviously in any emergency Dr. Fairley should exercise his own judgment with your approval, but in matters in which there is no immediate hurry, he should keep me informed and should proceed after he has given me an opportunity to offer suggestions.

For your information I should point out that we have been making a very consistent effort during recent months to bring our entire medical activities within the bounds of a uniform program. We have no wish to affect an air-tight organization since I expect even my immediate associates in this country to exercise their own professional judgments. On the other hand we have seen the growth of the Medical Department in different parts of the world along such diverse lines that it can not be said at present that there is any consistent policy. In as much as the actual information as to our hygienic status comes out of experimental work in this country, it is advisable and necessary that general instructions should proceed from here, and that final responsibility in medical matters there rests in my hands. This means, I believe, that despite a very considerable amount of autonomy, our medical consultants should be answerable to me, should recognize that fact and should keep in communication with me in all matters that involve the policy of the Medical Department, as well as all matters of hygienic importance. I have just some weeks ago sent a memorandum to Mr. Bevan straightening these matters in the territory under his direction. In the Australian territory I suggest that the following arrangement be set up after discussion of the matter between you and

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Dr. Fairley.

1. That Dr. Fairley should assume the complete responsibility for all medical matters within the territory under your direction.
2. That the assistant which he now has be accountable to him and be under his direction, in the sense that whatever difficulties or unusual circumstances may develop shall be brought to his attention so that he can advise as the chief consultant of the Ethyl Export Corporation. (Under these circumstances he should assume the responsibility for the capabilities of men who assist him, and he should see that they work in a manner which meets with his approval. I understand, of course, that a professional man does not give minute and detailed instructions to his associates, but I also understand that in a new field it is necessary for him to acquaint his colleagues with the details of information and procedure which experience has indicated to be necessary.)
3. That Dr. Fairley keep me informed of any changes in his own situation or in conditions in the area which make changes in personnel or procedure advisable. (In this way I shall be fully informed as to what is going on, and without unnecessary insistence upon my own point of view, I can maintain a generally consistent medical policy.

I trust you will understand the necessity for this or some other arrangement agreed upon by you and Dr. Fairley which is consistent with the general principles which I have outlined. I trust also you will understand that in making these suggestions I am not unkindly critical of what has occurred in the past, but am merely planning a more logical procedure for the future.

With kindest personal regards,

Cordially yours,

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Robert A. Kehoe, M.D.

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