

ing the year, the staff has assisted several members in planning new plants to insure the maximum in good physical working conditions.

4. The following new trustees have been elected to the Foundation Board:

Mr. H. G. Batcheller, President, Allegheny Ludlum Steel Corp.
Mr. Arthur A. Batts, President, The Carborundum Co.
Mr. M. W. Thompson, Treasurer and General Manager, The Hall China Co.

Besides the Transactions of the last annual meeting, which were published in four parts, the bulletin in the engineering series on Measurement of Air Flow in Industrial Ventilation was totally revised and re-published. New bulletins are in the process of preparation in the Medical, Engineering and Legal Series. We announce the publication of a new information circular, "Production Comes from People," which has just been issued. This circular gives an up-to-date account of the Foundation's aims and activities.

Nineteen companies joined the Foundation during the year. They are:

American Foundry Equipment Company	Edwin M. Knowles China Company
Blumington Casualty Company	Sand Products Corporation
Brush Beryllium Company	Scott Aviation Company
Caterpillar Tractor Company	Standard Ultramarine Company
Eastern Oil and Fuel Associates	Sterling China Company
H. E. Fletcher Company	Taylor, Smith and Taylor Company
Funkhouser Company	Tennessee Copper Company
Interchemical Corporation	Vitreous China Plumbing Fixtures Association
Keasbey and Mattison Company	Winthrop Chemical Company
Kennecott Copper Company	

Meanwhile, 11 companies resigned for the various reasons common to all organizations, such as changes in business and products, mergers, decreased operations, sale of the business, etc. The net gain in membership is eight companies. Incidentally, four of the 10 new members were firms which previously held membership in the Foundation and withdrew. As of today, we have 209 members. In addition to this figure there are 93 special subscribers to Foundation publications.

The Foundation's efforts for the advancement of occupational health are limited only by the number of industries which support this work and hence share in the benefits. To those guests who are present by invitation from non-member companies we say: We have invited you that your companies may become better acquainted with the Foundation, which is not a commercial enterprise organized to "sell" you a service. In the Foundation we have industry at work through its own staff and committees and through Mellon Institute and in a wholly voluntary manner, to advance health in industry through research. If our services and activities lack something which you may want, that is probably because we lack your support.

A Tool of Economy

Industrial hygiene, applied by experienced specialists, is a tool of economy; it is not a fancy frill. It is an economy because it helps maintain a healthy working force at maximum physical and mental efficiency. Without such efficiency, how can we have maximum production? Where health hazards exist we usually find that costly products, like solvents, are needlessly wasted. Where there is too much dust or fume for a man, whether

it be a hazard or a nuisance, there is probably too much dust or fume for the good of machinery and products. We recently saw an interesting new process in the development stage. The success of that development, which would save huge sums of money, hinges largely upon the control of smoke. Welders have been shown to increase their output after the installation of fume control. In New York State in 1944, the cost of compensation for occupational diseases was \$1,375,000. In Ohio, in the same year, occupational diseases claimed 864,194 work days.

A reduction in labor productivity has been alleged since the war. If that is true, how much of it may be traceable to working conditions? That introduces the human phase of the subject and the benefits to management from this source are wholly beyond the economies resulting from intelligent industrial hygiene.

In strike votes in certain large organizations during the past year workers in plants with good physical working conditions were less prone to favor walkouts.

"How long can I work here and live?" we have been asked. Another statement is: "I don't suppose we'll ever know what you found here."

These comments illustrate the intensely human factors involved in occupational health, which can be made assets or liabilities, depending upon company policy. (In at least three cases we know of, the management of member companies have posted the results of Foundation surveys on plant bulletin boards.)

People produce—not machines. Increased production, more goods, that is the need of the hour. Therefore, attention to people is the key. And yet management, which has developed proven procedures for dealing with virtually all of its problems, has yet to find the formula for dealing successfully with its human resources, with the worker who is the main-spring of production. We submit that industrial health, the well-being of people at work, affords one of the keys to unlock the potentialities of production and also offers a clear-cut approach to greater harmony between employer and employee.