

HEALTH IN INDUSTRY

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I will open the Eleventh Annual Meeting of the Foundation with three questions:

1. What good is a machine that is 90% efficient in the hands of a man who is only 50% efficient physically?
2. Is the Government or are the unions better able than management to improve the efficiency of American industry by bettering working and living conditions?
3. How can the Foundation aid industry, and especially its own members, during the coming years?

1. Good health is the most important asset in life. I know of no company that has improved working and living conditions of its employees that has not obtained satisfactory returns in dollars as well as in human happiness. It is even more foolhardy to neglect the health and safety of workers than to neglect the maintenance of a machine. The reason why management may not have always taken the lead in maintaining health is probably because other problems seem more important. The title of the Foundation's new information bulletin, "Production Comes from People," indicates and confirms my opinion that there is no more important problem today than the improvement of working and living conditions of the American people. The answer to my question, what good is a 90% efficient machine with a 50% efficient workman, is 45%.

2. The mine workers' welfare fund is now reported to be over \$2,000,000 and we constantly read of larger and larger appropriations for State and Federal industrial hygiene funds. I do not object to the purposes for which the contributions are being obtained, but I do believe that management is at fault in not taking the leadership in the expenditures of funds of this type.

Leadership by Management

All men may be created equal, but all men certainly do not remain equal. The United States is today the leading nation in this world because of its natural resources, the greatest of which are not underground wealth, but the integrity, energy, and freedom of our people. In my opinion, one of our principal losses during this war was the loss of respect on the part of the American workman for his Government and for his employer. It will take some time to rebuild the respect of the employees and the public for management, and I know of no better way for management to start than by taking the lead in improving working and living conditions.

3. The Foundation can help industry in its effort to improve working and living conditions by making surveys of its operation and by offering recommendations based upon research to correct any hazards.

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