

interpretation. If not, there are many in the public who are all too ready to supply an unfavorable interpretation. Whatever you do, you must remember that Industrial Hygiene must be interpreted as managing with a heart.

MR. McMAHON: I would like to ask, Mr. Stock, what are the social responsibilities that the public seems to expect from the plant?

MR. STOCK: When we asked the citizens in a number of representative communities, "What should a plant do for its employees," the very first idea that comes into their mind is security. To a large extent this word, "Security," is just a nice tasting word to the American public, having no specific meaning. But a fairly large portion of the public use the word "Security" to mean good working conditions, healthful and safe jobs. A fourth to a third of the general public mention specifically that industrial plants should provide for their employees clean places to work, good lighting, good ventilation, showers, good drinking water, safety devices of all kinds and so forth.

MR. McMAHON: If I may ask one more question, what do you find is the benefit of using the "Y" in the formula, of telling the story?

MR. STOCK: I am glad you asked that. Recently, in a study of about 48 companies, we made a comparison of the top 12 and the bottom 12 in public vote in their communities. We found that all top 12 in public vote not only lived right but interpreted their living right. The management of the bottom 12 told us they didn't bother to interpret their good acts. None of the top 12, with average age older than the bottom 12, had ever had a strike. Of the bottom 12, eleven had had one or more strikes within the last 10 years.

We have studied numerous examples of the pay-off of adding good interpretation to good acts. Notably, we have observed cases where strikes have been averted or shortened, production increased, and costly turnover cut down. Mr. Given has pointed out that when people know that a plant is a good place to work they want to work there. This has tremendous meaning to a firm that's trying to hire and keep the most qualified workers.

SUMMARY OF FIELD STUDIES AND RESEARCH - 1947

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Field research undertakings by the Foundation during the past year have exceeded the work of previous years in magnitude and scope as well as in the number of projects. Studies have covered a wide variety of representative industrial problems, ranging from investigation of underground operation to measurements of amounts and composition of wastes discharged from stacks. A few undertakings were routine in nature, requiring the use of highly standardized procedures for the correction of well-recognized hazards. For the most part, however, the studies have been more basic, even requiring entirely new procedures, and having to do with broader problems than the simple discovery and correction of a hazardous exposure. This is best indicated by the following list, which summarizes briefly the primary objectives of some major projects:

SUMMARY OF PRIMARY OBJECTIVES OF SPECIAL PROJECTS 1947

1. Coordination of dust control procedures (industry-wide).
2. Over-all appraisal of industrial health problems and advice on organization and operation of industrial hygiene service by company.
3. Preliminary investigations of new dust and fume problems to develop the needed research program for further study.
4. Basic engineering analysis of operations with Engineering Department to develop sound design procedures for ventilation and other control measures in place of empirical practices.
5. Over-all study of operations in a chemical plant to provide the most effective layout and design of a new plant and equipment for maximum "built-in" control of hazardous materials.
6. Development of an operator training program, basic control measures, and a continuous sampling and alarm system for a toxic gas which characteristically escapes accidentally rather than as a daily occurrence.
7. Basic investigation of radiant heat in a hot industry, to determine the primary sources and pattern of exposure, with a view