The logical starting point for a program of medical supervision of employees is at the time of their selection. The preplacement examination, properly performed, is of the greatest significance in this respect. Note that it is a preplacement, not a preemployment, examination. There is a job for everyone, but it is important that the individual be placed in keeping with his physical and mental capacities. Table 1 is a study of 132 such preplacement examinations. Sixty of the applicants were found fully qualified for all types of work. Of the 72 others hired, 47 presented conditions calling for periodic reexamination because of the likelihood that some treatment or adjustment of employment might be necessary in the future; the remaining 25 were hired in spite of the fact that they had at least one condition which needed immediate medical correction. The latter group were given six months' time in which to correct the fault or to place themselves under proper medical supervision. For example, several had carious teeth, but because of lack of employment they had been unable to afford dental care. Others were required to have ophthalmological examinations to correct vision or other ocular defects. It is recognized that industry must assume some of the social burden of employing persons whose health is below standard, and if at the time of the preplacement examination the condition found is such that with reasonable care the worker can control it or correct it, and the work assigned will not aggravate it, he is hired. However, were we indiscriminately to employ persons with gross physical impairments and the likelihood of early, frequent and prolonged absences because of illness, it would become financially impossible to continue to provide, as is done at present, a liberal policy of sickness allowances for the personnel. In our particular industry, where men are hired for steady and long term employment, it is expected that the new workers will provide the energy and the production that will make possible the caring for the older employees when their health begins to fail and it is necessary for them to slow down.

TABLE 1.—*Preplacement Examinations*

Needing treatment	25	
Needing observation	47	
Total number examined		132
Negative findings		60
Positive findings		72

It should be pointed out that the preplacement examination is valuable in detecting and reporting such conditions as hernias, ankylosed joints, amputated digits, scars and other deformities which, if not noted, may later be the basis for unjust disability claims against the company, either as a primary or as an aggravating injury. The evaluation of these defects is also important in avoiding the mistake of appointing these men to tasks where the disability may prove to be a handicap or a hazard.

Our group of employees now being at work, we must determine the precise medical problems they pose in their distinct occupational environment. Chart 1 is an analysis of 6,092 man-work days lost from all medical causes during the year 1949 in a group of 1,478 employees. Note that only 4 per cent of this lost-time is due to occupational injuries or illnesses, including many hernias which, in our opinion, were not causally related to their work, although they were treated under compensation. Nonoccupational injuries sustained away from the plant accounted for 6.7 per cent of the lost time. The remainder, 5,435 days, or 89.3 per cent of