

other apparently strong men. Employees with defective vision would suffer headache while doing work that required close application of their eyesight, while others with normal vision would naturally have no such trouble when similarly engaged. Contact with certain odors or liquors used in manufacturing processes would cause skin irritation or other disturbances to one person, while hundreds of others working under exactly the same conditions would be entirely unaffected.

These experiences naturally led the employer toward a study of the physical condition of his employees, in order to direct each of them into that kind of employment for which he would seem best suited by virtue of his physical fitness as well as his experience and skill; and *vice versa*, to divert him from an employment that might prove injurious to his health and safety. In order to pursue this course intelligently, physical examination of all prospective employees and periodical re-examination of all persons already employed became necessary. It is obvious that only a competent physician should be assigned to this task.

Aside from looking after the health of individual employees, the physician in industry also renders a valuable service by bringing to light those general conditions of employment that may adversely affect the health and comfort of all workmen in common. Many of these conditions would otherwise remain concealed and unremedied because their ill effects are of such gradual development that the lay executive or employee might not be able to detect their presence nor locate their source. By his co-operation with the employer and foremen in securing wholesome ventilation and proper lighting conditions, and by inducing employees, by personal advice or through suitable literature, to adopt healthful habits in the shop and home, the physician brings into play simple, far-reaching measures that tend to raise the health and therefore the efficiency standard of the entire working force.

THE TRAINING OF FIRST-AID MEN.

The physician also finds specific functions to perform, such as the training of an adequate number of persons in each employment, so that they can themselves as laymen effectively treat slight wounds that do not demand a physician's service, or give temporary assistance in cases of serious injuries that need emergency attention pending a physician's arrival. The presence of such a body of trained first-aid men is so much the more important when the industrial establishment is located at a considerable distance from