

lessen the need and cost of ad hoc machinery during such periods.

With regard to the British insurance system, I do not propose to say any more than that discussion of its working is likely to be greatly misleading, if it does not take account of the strain that it has suffered in view of the fact that Great Britain - most liable of all the countries in the world to be affected by world causes of unemployment - has suffered ten years of practically unrelieved depression. I would rather emphasize that there is enough experience of every detail of administration provided by the English scheme alone, - apart altogether from the systems in operation in other countries, of various existing industrial schemes, and the Federal Employment Service, - to provide against any feature which might be feared or which might be less suitable for this country.

4. The next sphere or remedial policies is that of action taken on the part of industries themselves, whether to stabilize employment, to meet the seasonal or cyclical fluctuations which affect them, or to meet the difficulties of technical change and labor displacement. Experience, particularly in U.S.A., is increasingly demonstrating which problems can be thus attacked, and the variety of such measures, varying according to the particular character of the industry, its labor force or its products, and the exigencies of its market. More scientific budgeting or scheduling of production and marketing, in order to enable a steady output in spite of normal seasonal variations in demand; personnel management devoted to reducing the amount of labor turnover (i.e., the proportion of the numbers of hirings and dismissals to the total labor force employed); and planning the introduction of technical improvements in cooperation with workers' representatives; are policies which are widely practicable. Other methods,