

employment and to anticipate its recurrence by the development of means of prevention and control. Local committees were usually more representative than in previous depressions, including in their membership industrial and labor leaders, public officials, social workers, experts, and scientific investigators. A permanent committee on the stabilization of employment was appointed by the City Manager in Cincinnati prior to the depression. Working through numerous subcommittees, it successfully dealt with emergency unemployment during the winter while at work at the more difficult task of devising means of prevention and regularization. In Philadelphia a chamber of commerce subcommittee on unemployment, also organized before the depression, cooperated closely with the Federal Reserve Bank, the Department of Industrial Research of the Wharton School, the Board of Education, and other civic bodies in the development of a far-reaching program for regularization of employment and the decrease of unemployment. The Cincinnati and Philadelphia plans are furnishing the pattern for local organization in many localities.

In New York State an Advisory Committee on Employment Problems completed an intensive analysis of the operations of typical employment offices and has submitted recommendations regarding the improvement of the state employment service. Shortly after the close of the year—in January, 1930—Governor Roosevelt appointed a state Committee on the Stabilization of Employment to "assist the employers of the state in a gradual progress toward stabilization based on authentic American business experience and rising out of and adapted to their own local industrial problems." Organized state activity is also forecast in Ohio and in Wisconsin. The coming two years will show whether these local plans will end in paper schemes or whether they hold the promise of more permanent and effective attack upon unemployment.

Recognizing the emergency, President Hoover in December utilized the machinery of the Chamber of Commerce of the United States to create a National Business Survey Conference to recommend and organize courses of action looking toward the maintenance of normal business activity. Through this Conference the administration called upon industrial leaders to maintain employment and production at a high level, at the same time developing

a nation-wide program for the acceleration of public works. During the year the United States Bureau of Labor Statistics expanded its employment and payroll statistics to include samples from such important non-manufacturing employment groups as mining, public utilities, wholesale and retail trade, hotels, canning, and preserving. It is too early to judge the adequacy of the rather small samples included in the Bureau's figures.

The President's Committee on Recent Economic Changes is undertaking the development of a continuing series of studies stressing analysis of the techniques of economic balance. A study of employment and public works and several other related investigations are being carried to completion for the Committee by the National Bureau of Economic Research. An interesting development of the year was the expansion of the Russell Sage Foundation's comprehensive monthly reports showing fluctuations in the amount of relief and the number of cases handled by a large number of relief agencies, public and private. See "Statistics and Social Work." In April a conference on the regularization of employment was held at the University of Pennsylvania in which a number of experts participated; a continuing program of conference and discussion of technical phases of unemployment research is to be developed by the Social Science Research Council, and a permanent unemployment study is to be organized at Swarthmore College.

Three important bills relating to unemployment were pending in Congress at the end of the year. They were introduced in the Senate by Robert F. Wagner of New York, proposing a national system of employment exchanges, a plan for improved unemployment statistics, and a national reserve for the subsidy of public works. These bills are being opposed by the National Association of Manufacturers. Without administration support or sanction their fate is uncertain.

It is apparent that recurring depressions have found the industrial community increasingly aware of the real nature of the unemployment problem and of the inadequacy of emergency measures. The President's Unemployment Conference of 1921, the activities of its subcommittees, and the constructive program of the Department of Commerce have contributed much to the change in point of view which characterizes the attitude shown toward the present depression. Wartime industrial organization

has left as a legacy a better understanding of the possibilities of coordinated effort. While the present widespread concern about unemployment persists, the time is ripe for the more effective control of employment and an understanding of the problems involved.

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#### Japanese Industrialists Visit the United States

THE Director of the Japanese Branch of the Taylor Society, Mr. Yoiiti Ueno, who is also Chief Director of the Institute of Industrial Efficiency, Tokyo, has recently conducted a party of sixteen Japanese industrial leaders across the country, from Seattle to New York and from New York to San Francisco, under our auspices. The party, which landed on August 22 and sailed on October 18, included: Haruo Aoki, Naigai Amimono, K.K., Tokyo; Ipei Eano, Nippon Toki, K.K., Nagoya; Riiti Ezaki, Ezaki, K.K., Osaka; Kichizo Furuya, Kōshinsha, Tokyo; Jun Isagawa, Nitto Seiko Kojo, Nagoya; Risaburo Kato, Nippon Toki, K.K., Nagoya; Tetsujiro Mizusaki, Yamasa Shoyu, K.K., Choshi; Kozo Nishikawa, Toyo Toki, K.K., Kokura; Kadzue Oishi, Chiyōda Seika, K.K., Tokyo; Bungen Suzuki, Meiji Seitō, K.K., Tokyo; Kijiro

\*K.K. is the abbreviation of "Kabushiki Kaisha" which means "company limited."

Takano, Minami Manshu Tetsudo, K.K., Dairen; Tomikiti Takeda, Nihon Kyoryo, K.K., Osaka; Rimpei Tominaga, Kōshinsha, Tokyo; Keizo Tsujimoto, Fukusuke Tabi, K.K., Osaka; Shinzo Yoshida, Nakayama Taiyōdo, Osaka.

Under Mr. Henderson's direction, reception and arrangements committees of Taylor Society members and civic organizations were organized in approximately twenty-five cities with the result that the group was given an exceptional opportunity to see American industry in operation.

To representatives of the press Mr. Ueno said: "Our common interest is to study American industry and the application of scientific management in your plants, but we find that the most important thing is to know each other. If we can know each other there will be no fights. I hope you will come to Japan and study Japan as we are studying your country. Then we can return your kindnesses." It was the opinion of the group that mechanical methods were on a higher plane than management methods in this country. They expressed the belief that diligent study of scientific management on the part of small industries as well as mass production plants would yield large returns to American industry.

The party was entertained in New York at a reception given jointly by the Taylor Society and the New York Metropolitan Section of the Taylor Society. The Japanese gentlemen in turn were hosts at the Nippon Club to Mrs. Frederick Winslow Taylor, Colonel and Mrs. Hathaway, who recently visited Japan, and the entire staff of the Taylor Society. Limitations of space prevent the mention in detail of the many courtesies that were extended to the Japanese visitors but it is our desire, and the desire of our guests, to take this opportunity to express deep appreciation to our members and friends for their invaluable assistance in entertaining Mr. Ueno and his party.

#### Scientific Management in the Program of the United Textile Workers of America

PRESIDENT McMAHON'S report to the officers and delegates of the Fourth Biennial and Twenty-ninth Annual Convention of the United Textile Workers of America, held in New York on September 8, 1930, contains a section on