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Andrew Carnegie

FOUNDER OF THE CARNEGIE INSTITUTION, WASHINGTON, THROUGH
WHICH THESE STUDIES WERE MADE.

SOCIAL ENGINEERING

A RECORD OF THINGS DONE BY AMERICAN
INDUSTRIALISTS EMPLOYING UPWARDS
OF ONE AND ONE-HALF MILLION
OF PEOPLE

BY
WILLIAM H. TOLMAN, PH.D.

SOCIAL ENGINEER

Director American Museum of Safety; Secretary American Section, International Congress of Improved Dwellings; Corresponding Member Imperial Technological Museum, Vienna; Member International Committee Les Assurances Sociales; Corresponding Member Société des Habitations à Bon Marché, Paris

WITH AN INTRODUCTION

BY
ANDREW CARNEGIE



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PREFACE

IN my studies of social and industrial problems during the last fifteen years, I was impressed with the extent and the variety of efforts that were being made to promote better relations between capital and labor. At first there was no name for this kind of work. In 1898, for lack of a better term, I called it industrial betterment, a phrase which passed quickly into current use and literature. At that time industrial betterment was scarcely comprehended, but to-day the changes are being rung on betterment—industrial, social, civic and religious. Several years later, the National Civic Federation organized a department of betterment, and called it "welfare work."

Industrial betterment is more comprehensive, inasmuch as it concerns the efficiency promotion of the worker as well as the plant, in other words, this betterment of the labor element is a cold business proposition and is undertaken commonly to get the best results out of labor. Welfare work concerns the improvement of the personal conditions of the laborer; this is often offensive to him and is resented by him, savoring as it does of paternalism and charity.

Recognizing the inadequacy of both terms, industrial betterment and welfare work, to express the relations of interdependence between capital and labor and the sympathy which should exist between these two elements in the successful promotion of a business, I am convinced that the ideal relationship is best expressed by the term mutuality.

During the last decade mutuality has made steady progress and is manifesting itself in a great variety of efforts; because of this the relations between capital and labor have become more sympathetic. The awakened interest in this subject shows that the time has come for treating these problems of life and labor scientifically; museums of safety, social insurance, pensions, coöperation, profit-sharing, housing, recreation and affiliated questions are receiving the earnest consideration of

some of the ablest men and are therefore the live questions of the day. There is an increasing number of industrialists who are desirous of promoting mutuality in their business. "Social Engineering" will serve as a handbook of suggestion and guidance for the practical application of the experience of others.

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