

LETTER OF TRANSMITTAL TO THE CITIZENS OF TORONTO
TO THE CITY GOVERNMENT AND THE HEADS OF
CIVIC DEPARTMENTS

The last twenty-five years has seen the beginning and rapid progress of the scientific management movement, not only in the United States and Canada, but throughout the civilized world. Private business has spent millions of dollars in working out the most efficient methods of office, selling, and manufacturing practice, in order that many more millions might be saved. Efficiency engineering and scientific management firms have sprung up all over the continent, and thousands of organizations, as a matter of settled policy, call in the efficiency expert to value their present methods and to suggest improvements. In fact, no large business can exist under present conditions of competition without the closest attention to all details of efficient methods in producing, selling, recording and accounting. Public business has lagged behind private business in the development of efficient methods, and only a handful of cities on the continent have made notable advances in scientific management. This has been due largely to four causes:

- 1—The failure of the citizens to recognize their vital personal interest in the conduct of civic affairs;
- 2—The absence of the factor of competition so prominent in private business;
- 3—The fallacious belief that public business differs essentially from private business; and
- 4—The failure to see that the rivalry between cities for desirable industries and fine types of new citizens can only be determined in favor of any city by the very closest scrutiny on the part of the citizens and the city government of the city's program and expenditures.

The Survey, of which the following pages contain the report, grew out of these considerations. The promoters of the Survey knew that private concerns, by the adoption of the principles of scientific management, had decreased the cost of their product by