

TABLE 28.—MINUTES EACH CELERY STRIPPER SPENT WORKING AND WAITING FOR PUSH-KNIFE, TWO CREWS IN ONE FIELD, EACH CONSISTING OF 23 STRIPPERS, FLORIDA, 1944 SEASON—(Concluded).

(Time Shown is for Cutting 2 Rows in 106-Inch Downs)

Stripper	Minutes Working	Minutes Waiting	Total Time	Percent Time Working Is of Time Lapsed Before Next Down Was Cut
21	3.03	2.41	5.44	56
22	3.10	1.90	5.00	62
23	2.62	1.87	4.49	58
Total	97.12	31.65	127.34	
Average	4.22	1.38	5.54	76

* Strippers numbers 3, 4, 5, 6, 7 and 13 of Crew No. 2 had not finished their downs by the time the push-knife had returned on the next cut. The time in the bracket is the lapsed time between push-knife rounds. To this figure was added the time taken to finish stripping the celery cut in the first down by the push-knife.

of the time to accomplish the same job. There were nine workers in crew No. 2 and only two workers in crew No. 1 who took over four minutes to strip a down of two rows. There were six workers in crew No. 2 who took over five minutes to do the same job. These six workers were primarily responsible for delaying the work of 40 other strippers. This is a simple example of poor crew balance between workers doing the same job. Most problems of crew balance deal with adjusting the numbers of workers doing different jobs. Because of different standards of performance for each job, it is difficult to tell which jobs are cause or result. Most jobs in an assembly line process are both cause and result. In the case of the two crews illustrated, crew No. 1 was held back by crew No. 2, which in turn was working faster than normal. The output of the two crews together was 17.5 field crates per stripper-hour. When the crews were separated the following day the output of crew No. 2, with 19 strippers, was 2,843 field crates in 9½ hours, or 15.7 field crates per stripper-hour. The output of crew No. 1 was measured two days later when, with 22 strippers, it was 4,235 field crates in 8 hours, or 24.1 field crates per stripper-hour. The hours the strippers worked were taken from the payroll forms of the firm and were not actually timed. Payroll hours were recorded to the nearest quarter hour so that a slight error may exist in the comparison made. It is conclusive, however, that when the two crews worked together the slow crew speeded up and the fast crew slowed down. More work was accomplished by the two crews when they were separated than when they were in the same field.