

emphasized several times and all questions should be answered. Give the worker a chance to ask questions. In step 2 the worker should try the job and, under close supervision, all errors should be corrected. Question the worker: "what," "why," "how?" Continue the test until it is certain he knows the job thoroughly. Step 3 should then allow the worker to be "on his own," but under very close supervision. Check the work frequently, correct errors only when necessary and then give reasons, and above all encourage and compliment the worker when the job is well done. If the normal worker is not doing the job right the foreman has not done his job.

MECHANICAL HARVESTING MACHINES

In recent years a number of celery growers have been interested in mechanical harvesting machines. Several types of machines have been built. Some of these units were in use when the field work on this study was done. The output of the machines was compared with the common harvesting methods but the records have not been included in this study because the crews had not yet been thoroughly trained to work with such units. Most of the machines built to date serve only to cut the root of the celery plant. In an average crew the push-knife labor constitutes but 4 to 5 percent of the total field labor. The saving that such machines can offer is, therefore, extremely limited unless they can be built to cut the root at the proper length. Even if this is done, the saving of labor is still only a small proportion of the total field crew labor (Table 28).

The greatest amount of labor can be saved by replacing mechanically the hand job of field stripping and packing. The handling of field boxes and packing involves a high proportion of the total labor of the field crew (Table 26). Mechanical loaders offer the possibility of tremendous savings of labor. It is more difficult to imagine a mechanical stripper, although considerable stripping labor could be saved if the celery were hauled to the washhouse and topped before it is stripped.

The machine that will offer the greatest labor-saving opportunities will cut the root at the proper place and automatically load celery in bulk. Such a machine might also top the celery before the root is cut. The machine would, therefore, replace the field crew as such. The strippers could do their work in