October, 1927

1. Whether the bolt, clamp and block to go under the heel of the clamp are readily at hand when wanted; whether they have to be dug out of a heterogenous mass of such tools kept by the workmen in the bed of the machine, in a box or locker; whether they have to be "borrowed" from another workman-with or without his consent; whether the workman has to go to the blacksmith shop to get a piece welded on, a bolt to make it long enough, or to the carpenter shop to get a block of the right length cut off, etc., etc.

2. Whether the head of the bolt available fits the T slot in the machine or has to be ground or and size is readily at hand.

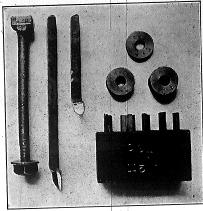
filed to let it in; whether the length is just right or it is from one inch to three inches too long, necessitating either finding and putting on washers or old nuts to fill up the gap, or screwing the nut down an inch or two further than should be necessarv on a bolt of the right length.

3. Whether the nut fits properly on the bolt, so that it may be quickly and easily screwed on or off with the fingers, or whether it is so tight that it must be slowly and laboriously screwed all the way on and all the way off with a wrench.

4. Whether or not a wrench of the right type

5 9½ 1¼ 4 3 10¼ 1½ 6	0Z 8 5		CSN	CBI		CFG	DIAN	ZE OF TLENGTH OF TCLAMF L 9½" 10¼" 10¼"	T 11/4" 17/6" 15/8"	MP	CCFG CCFJ SIZES GIVEN IN THE TABLE USED WITH CBLAND CSN
DIAMETER OF BOLT	를 AND 클					7	A	AND			TAYLOR SYSTEM
LENGTH OF BOLT	6	12	14	18	6	12	18	24	30	36	ELEMENTARY UNIT TIME
TIME FOR CLAMPING IN MINUTES LIFTCLAM, BOLTAND BLOCK TO TABLE CLAMPAND BOLT	0.68	0.07	0.08	0.09	0.09	0.80	0.11	0.13	0.14	0.17	CLAMPING
PUT BOLT IN SLOT  UNSCREW NUT FROM BOLT WITH FINGERS  PUT CLAMP OVER BOLT AND ON WORK	0.04 0.13 0.05	0.04 0.13 0.05	0.04 0.13 0.05	0.05 0.14 0.05		0.04 0.14 0.05	0.16	0.05 0.17 0.06	0.00	0.07 0.22 0.08	BOLT AND CLAMP NOT ASSEMBLED
PUT BLOCK UNDER CLAMP PUT WASHER ON BOLT SCREW NUT ON BOLT WITH FINGERS	0.04 0.06 0.13	0.05 0.07 0.13	0:05 0:07 0:13	0.05 0.07 0.14	0.04 0.06 0.14	0.05 0.06 0.14	0.16	0.07 0.07 0.17	0.08 0.08 0.19	0.10 0.08 0.22	THE TIME GIVEN IN THIS SECTION TO BE USED FOR CLAMPING THE FIRST
DRAW NUT DOWN TIGHT WITH WRENCH TIME FOR REMOVING IN MINUTES	0.08	0.07	0.08 0.09	0 10	0.11	0.12	0.13	0.15 0.13 0.35	0.17	0.19	PIECE ONLY IN LOT
LOOSEN NUT WITH WRENCH REMOVE BOLT FROM SLOT, AND ALL TO FLOOR	0.11	0 12 0 08	0.12	0.13	0.17	0.17	0.19	0.20	0.10	0.25	REMOVING BOLTAND CLAMP NOT SEPARATED THE TIME GIVEN IN THIS SECTION TO BE USED
				-3,				_	_		FOR REMOVING CLAMP FOR ALL PIECES EXCEPTING THE LAST PIECE
TIME FOR CLAMPING IN MINUTES  LIFT CLAMP, BOLT AND BLOCK TOTABLE SYSTEM PUT BOLT INSLOT AND CLAMP ON WORK	0.36	0.40	0.40	0.45	0.40	0.46	0.51	0.62	0.70	0.85	CLAMPING BOLT AND CLAMP ASSEMBLED
PUT BLOCK UNDER CLAMP  SCREW NUT DOWN WITH FINGERS TIGHTEN NUT LIGHTLY WITH WRENCH	0.04 0.06 0.07	0.05 0.06	0.05 0.06	0.05 0.07	0.04	0.05 0.07 0.12	0.05 0.08 0.13		0.08	0.10	THE TIME GIVEN IN THIS SECTION TO BE USED FOR CLAMPING ALL PIECES IN LOT AFTER THE FIRST PIECE
DRAW NUT DOWN TIGHT WITH WRENCH TIME FOR REMOVING INMINUTES	0.08	0.09	0.09	0.10	0.09	0.10	0.11	0.13	0.14	0.17	REMOVING
LOOSEN NUT WITH WRENCH UNSCREW NUT FROM BOLT WITH FINGERS TAKE OFF WASHER AND CLAMP	0.10	0.10	0.11 0.12 0.04	0.13	0.17	0.17 0.11 0.04	0.19	0.20 0.14 0.05	0.22	0.25 0.19 0.07	BOLT AND CLAMP SEPARATED
REMOVE BOLT FROM SLOT  PUT WASHER AND NUT ON BOLT  PUT CLAMP, BOLTAND BLOCK IN TOTE BOX	0.03	0.03	0.03 0.11 0.05	0.04 0.12 0.05	0.03 0.11 0.05	0.03 0.11 0.05	0.04 0.12 0.05	0.04 0.13 0.06	0.05 0.14 0.06	0.05	THE TIME GIVEN IN THIS SECTION TO BEUSED FOR REMOVING CLAMP FROM THE LAST PIECE ONLY IN LOT

Figure 3 Elementary Time Study Data Sheets, showing time for putting on and taking off standard bolts, clamps and blocks.



Standard Tools. Clamping bolt, side tool, round nose roughing tool, washers for belt, set of "shims," or packing pieces, and small wedges.

I have seen a machinist whose job was to run a large planer, the time of which was worth not less than three dollars an hour, spend fifteen minutes at a vise trying to loosen up the nut on a bolt that he wanted to use in clamping a job; the noon whistle blew while he was still struggling with it. I don't know how much more time he put in on it after lunch. The bolt was about 1" diameter and 12" long. I would call your attention to Figure 3 showing the time for putting on and taking off standard bolts, clamps and blocks, from which you will see that for a bolt of the size mentioned the time allowed is eight-tenths of a minute.

In a machine shop run under the Taylor System standard bolts, clamps and blocks in ample assortment and ample quantity are kept in the tool room. In planning a job the number and size required to hold it is decided, the time allowed is entered on the instruction card, and they are called for on the list of tools that will be delivered to the machine in advance for the job; the bolts will be of the right length, as will be the wood blocks; the nuts will fit so that they may be screwed on or off with the fingers; and the heads of the bolts will fit the T slots of the machine. Furthermore, a wrench of the right type and size to fit



Figure 5 Section of tool room showing standard wood blocks stored in standard bins.

the nut will be issued with the bolts so that the workman will not have to hunt for one, or to use that useful but inefficient tool, a monkey wrench.

Of how much value would the time-study data shown be in a shop in which no standards exist?

I might cite a hundred or more similar illustrations of the advantages of and necessity for standard tools in machine shops, but I think one more will suffice.

Some years ago when studies were being made of the handling of twist drills—that is, selecting a drill of the required size from several issued for a job, verifying the size stamped on the body of the drill, putting it into a sleeve to fit the spindle of the drill press, and then into the spindle of the machine, and the reverse of these processes after drilling the hole-I was astonished and perplexed by the lack of uniformity in the time shown