

BALANCE OF WORK	
MACHINES	
C	
OPERATION	
QUANTITY	TIME ALLOWED
DATE SCHEDULED	MACH. CLASS

Fig. 4. Machine Ticket (Yellow).

The Labor Ticket is identical except that "Labor" replaces "Machines" and the color is pink; on the Tools Ticket the word "Tools" replaces "Machines" and the color is buff.

by weeks, and our schedule which we hope to meet by weeks, and also the balance of work which we have on hand.

CARL G. BARTH: Mr. Hemmerly's paper would seem to imply that the idea of a balance of work is a new one, and that Mr. Taylor never had anything of the kind, while, as a fact, he had a highly developed combination scheme of recording the progress of the work in hand and the still available or unapportioned productive capacity of the equipment up to any stated time. An attempt to put this into effect at the Tabor Manufacturing Company's plant was made rather too early in the course of the development of scientific management, when not enough competent help was available to see it through, for which reason I persuaded Mr. Taylor to let us drop it for the time being.

Mr. Taylor always acknowledged his indebtedness to Wm. Sellers & Company of Philadelphia for the simple fundamental idea of his scheme. That company, with which Mr. Taylor kept in close touch during his engagement with the Midvale Steel Company, ran a balance of work for each group of similar machines, during the early years of that period; and I remember well when Mr. Taylor told me that it was given up because somebody ran it into the ground by thoughtlessly deducting from the total estimated time of work ahead of a group of machines the actual time a finished job had required, instead of the originally estimated added time for that job. As a part of Mr. Taylor's

¹Consulting Engineer, Philadelphia, Pa.

MACHINES	1ST WEEK				2ND WEEK				3RD WEEK				4TH WEEK			
	CLAS.	AVAIL.	ASSIGN.	AVAIL.	CLAS.	AVAIL.	ASSIGN.	AVAIL.	CLAS.	AVAIL.	ASSIGN.	AVAIL.	CLAS.	AVAIL.	ASSIGN.	AVAIL.
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