

## Over the Editor's Desk

### *Now Is the Time---*

**T**HE present business depression is the ninth through which this country has passed since the Civil War. In each case, the men who emerged from the cycle with wealth and power were those who foresaw the possibilities and took advantage of them. The time to buy is when everyone else wants to sell. The time for action is when everyone else is sitting about in the stupor of despair, lamenting the present and oblivious to the future.

The human race is not going to die out with this generation, nor has human intelligence dwindled with the price of stocks. This depression will end—next week, next month, or some other time—but end it will and then the mad rush will be on to fill the needs of a destitute world. People need clothes, furniture, utensils, cars, trucks, household equipment, office equipment, machinery, tools, and what not. As confidence returns in the minds of the people, buying will be resumed; slowly and cautiously at the first, but with increasing momentum as the increase in the circulation of money becomes evident.

Now is the time for planning; now is the time to prepare for the next cycle of prosperity by laying out the steps that can be taken to bring the plant to its highest point of efficiency. Time devoted to a study of the individual pieces of plant equipment, location, tooling, and so on, and to the possibilities for improvement that might lie in rearrangement or in retooling, is time well spent. Plans should be made for replacing worn-out tools; worn-out machine parts, worn-out belts, worn-out pumps, and

other equipment. Designs can be drawn up for stock bins and racks that will keep material off the floor and thus reduce waste, prevent damage to finished parts, and add to the appearance and general efficiency of the plant.

The productiveness of mechanical equipment can be increased materially by arranging to have stock and tools delivered at the machines. Spindles can be kept running by having duplicate tools, placing all grinding wheels in the tool cribs, and requiring all tools to be ground by operators especially trained for that particular purpose.

In plants where the work is of a repetitive nature, a study should be made of the possibilities for wage payment upon a task basis. Many shops are still paying upon a day-work basis, due either to plain inertia on the part of the managing executive, or to a lack of knowledge of the proper methods to be used in installing a wage incentive system. The benefits of task payment—piece-work, bonus, or whatever—are too important to be overlooked. The truth of this statement is evidenced by the fact that no plant that ever adopted a task payment system has — unless the circumstances changed — gone back to the day-work system.

An earlier issue of *Modern Machine Shop* carried an article in which complete instructions were given for making time studies to be used as a basis for a task wage payment system. Another issue of this magazine carried an article which described, in detail, how to go about the task of making a "paper" plant layout. Copies of these articles will be gladly sent to plant executives upon request.