

EFFICIENCY, ECONOMY

As far back as I can remember, I have been conscious of cost. Perhaps it is something I learned during the depression. But it goes beyond material cost. It has affected my behavior with regard to time—and motion. In the wonderful musical, Pajama Game, there is a wonderful patter song, “I’m a Time Study Man,” and his next line is “and a time study man can’t waste time.” He goes on to describe how he saves time. I have been doing the same thing way before Pajama Game hit Broadway.

When I was in the ILGWU Training Institute, I met Bill Gomberg who was the union’s time study man. It was the way the union fought fire with fire. Employers were speeding up the work, and Bill was our time and motion expert to neutralize their efforts, usually by demonstrating the adverse effect on the workers of their speeded-up efforts.