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The Extra Punch

By a SERVICE MANAGER

SOMEWHERE between having our heads in the clouds and being too close to earth is the position we must take in our daily service work.

We don't want to go wild on beautiful theories of how service can be made a paradise to the car owner, nor, on the other hand, do we want just to grind away at our set tasks with no thought of the broader aspects of our work and the endless opportunities for creating good will—and good will means “good business.”

Don't let the job run the man, but let us be men enough to keep our eyes just a little above the immediate job and everlastingly striving for improvement. Do you realize that no organization can stand still. It either fails or succeeds—there is no middle ground. The only way to succeed is by looking all the time for ways to improve ourselves and our whole organization.

To be a little more specific—the man with whom the owner comes in contact is the Packard Company in the eyes of that owner. Now remember this—we are here not just to take orders, repair cars and sell parts. The biggest part of the service job—I might say the whole job—is to sell satisfaction.

The owner wants nothing more nor less than satisfaction, and the Company wants the Service Department to be the department which above *all else* thinks and strives to make and keep our owners *satisfied*.

This, you will say, is “old stuff.” But it is as new as the beginning of every day. Let's ask any one this question: What did you do today to make a Packard owner feel—“Well, that's real service.”

“Those boys are fine fellows.”

“That's the kind of a company to deal with.”

“That's a service station run the way a service station should be.”

“There never was a car like my Packard.”

If you haven't created these impressions in the minds of the owners, whose service you have handled, then you have *not* done the kind of a day's work your company wants you to do and mind you—one *half* of the job is nothing more than a smile, a pleasant word, a little quick thinking, a careful follow-up of your work, a little good judgment, but, above all, the creation of an impression on the owner that we want him satisfied, that we tried our level best.

The other half of the job is a question of good mechanical work and proper system.

If only every Packard service man would realize this

—that what makes him and the organization he works for, just a little better than the other fellow or the other organization, is the *extra punch* put into the daily work; the little things that mean so much but cost so little, and yet are so rare that the average man and the average organization never wake up to the reason why they're just average and deserve to be.

We see in various organizations, day after day, cases which have lacked just the little *extra punch* to make them successful dealings instead of complaints. Perhaps the routine was carried out, but that wasn't, and isn't, enough. Remember that appearances make a tremendous impression on our customers. The place should, above all, be painted and clean; everyone must be alert, neat in appearance, and business-like. Suppose a new owner comes in; he is in a great hurry and sees two or three men lolling around. What kind of an impression do you think this would make especially if the men took their time in waiting on this owner? Far better to have a customer asked ten times, “Is someone taking care of you?” than to have him hunting for someone while men can be seen standing about unengaged for the moment at least.

One more point. Remember you can't “put much over” on the man who drives the car, and get away with it. On the other hand, we do make mistakes, and some shop work isn't perfect but here is the point: in 99 cases out of every 100, we can avoid all complaint and ill feeling from the customer, if we will just tell him frankly, that we are very sorry, but such and such a thing didn't come out just right, or such and such a thing happened at the last minute and we didn't have time to fix it, but will send for his car tomorrow.

Don't you see that instead of giving the customer a chance to make the inevitable complaint, we have anticipated it, admitted our error, expressed our sincere wish to correct it, and actually you will find we have left a *favorable* impression in his mind instead of dissatisfaction.

This is not just bunk, fellows—it is plain common sense and what is more there are individual service men and even whole service organizations doing just the things outlined in this little heart to heart talk. And have they a good reputation and satisfied owners—you bet they have.

Simplest thing in the world. Think it over.

How many cars did Good Service sell today?

“Better Service Means More Car Sales”

Adjusting the Packard Carburetor

By R. M. WILLIAMS—Service Engineer

TESTS of different carburetors are made in the Packard Experimental Laboratory from time to time and, so far, none have been found that would show a better performance and fuel economy at all speeds than the Packard carburetor when it is properly adjusted.

There is nothing mysterious or complicated about the adjustment of a Packard carburetor for its construction is so simple and effective that only one adjustment is required, which is the proper regulation of the auxiliary air valve action. To obtain the maximum efficiency and economy a well defined and uniform method of making this adjustment should be followed and the proper tools used. This is the object of this article.

Air Valve Adjustment

First, make sure the choke is all the way in. Next remove the air valve cap, depressing the valve when doing this so as to avoid bending the air valve stem. The valve should be turned to different positions and checked for a free up and down movement as a sticky valve usually indicates a bent stem.

The drop of the valve against the inside spring should next be checked and it is important that the limits of $\frac{1}{8}$ " for the Six and $\frac{1}{4}$ " for the Eight be observed. Guessing, or a careless measurement with a scale will not be close enough to get the desired result.

To make accurate adjustment of the carburetor convenient the Special Tool Department has developed,

and can now supply to the field, a Carburetor Adjusting Kit, S. T. 699. The kit includes two air valve drop gauges which cover the entire range of adjustments and three thin, chrome vanadium wrenches for adjusting the spring pressures.

After the correct drop of the air valve has been obtained, the motor should be warmed up to a normal running temperature and the outside spring adjusted by the lock nuts at the top until the motor will idle satisfactorily with as light a tension of the spring as possible. The common tendency is to make the air valve adjustment too rich, but better all-around performance and fuel economy will be obtained with the adjustment on the lean side.

An air valve spring should never be stretched and any that are encountered that have been stretched to increase the tension should be thrown away and replaced.

A good carburetor adjustment cannot be obtained if air leaks are present and it is, therefore, advisable to check the nuts on the intake manifold flanges to make sure they are tight.

A leak in the windshield wiper tube or other hook-ups to the vacuum line are often an unsuspected source of trouble.

Spray Tube

The flow of gasoline is governed by the size of the spray tube, as shown in the illustration and cannot be altered except by substituting tubes of a different size.

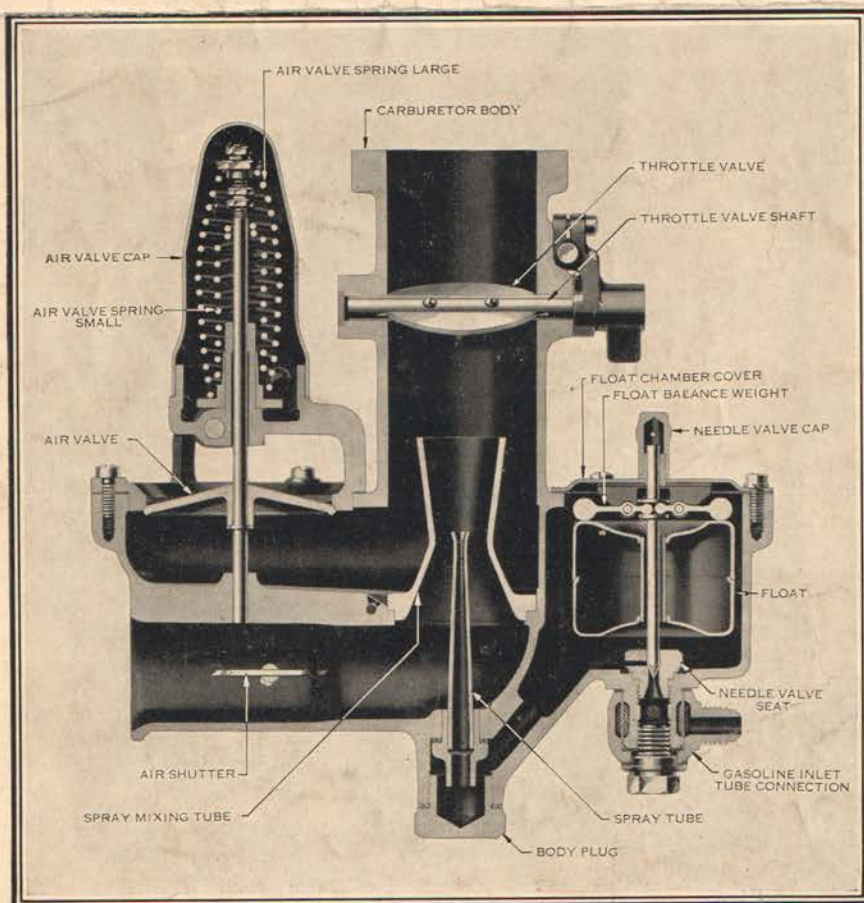
This is very seldom necessary, because the Packard carburetor will usually give a very satisfactory performance under all conditions of climate and altitude, with the standard spray tube or carburetor jet as it is often called.

The size of the spray tube to be used in each model is determined by Dynamometer and Speedway tests and is designated in grams.

For instance, the size of the spray tube in the present Six model is designated as of 310 grams capacity which means that 310 grams of water from a tank placed at a certain height and of 70 degrees temperature will flow through the tube in exactly one minute. Manufacturing limits allow a variation of only 5 grams over or under this figure.

Float Level

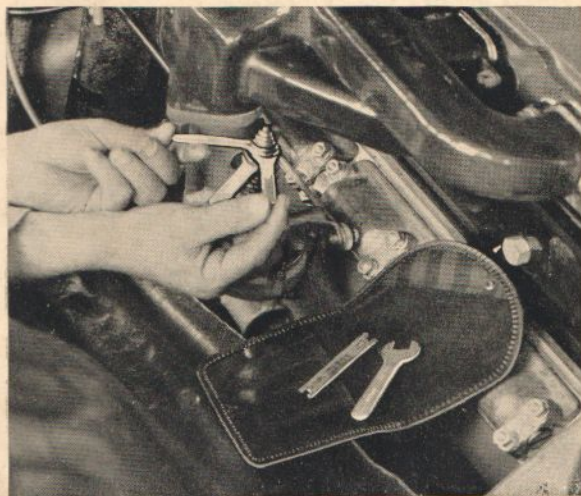
The height to which the gasoline rises in the spray tube depends on the level of the gasoline in the float chamber, this in turn being regulated by the float and needle valve when the carburetor is in position and connected to the vacuum tank. The gasoline should rise to within $\frac{1}{8}$ " and not more than $\frac{1}{16}$ " of the top of the spray tube; if it is any higher than this the carburetor will run too rich and flood at low or idling speeds.



The float level will very seldom be found wrong but if it is suspected, as being off, it can be checked by unbolting the carburetor from the manifold and re-attaching with one bolt so that the mixing chamber is exposed to view. It should then be connected to the vacuum tank making sure the tank contains gasoline.

To adjust the float level in case it is too high or too low it is necessary to remove the float chamber cover, which carries the needle valve and balance weights, and remove the needle valve from the cover.

The collar on the needle valve should then be heated just enough to start the solder so that it can be tapped up or down. Moving the collar down toward the pointed end raises the float level and moving it in the opposite direction lowers it. Moving the collar $\frac{1}{8}$ will



make a change of approximately $\frac{1}{16}$ in the float level, which means that the job should be done very carefully and accurately.

A flooding carburetor is more often caused by the needle valve not seating perfectly or clogging of the suction tube which leads from the bottom of the mixing chamber to above the throttle valve.

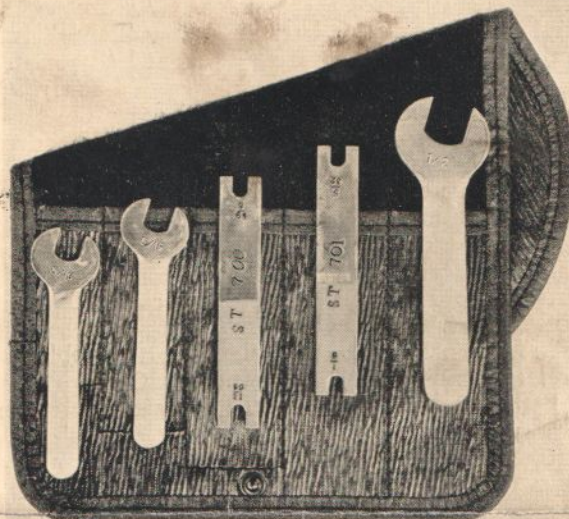
The function of this tube is to prevent loading of the motor when idling or coasting and is accomplished by

removing the gasoline that condenses and runs down the walls of the mixing chamber.

The best way to clean this tube is to remove it together with the lower elbow connection which carries a small screen. These, together with the drilled leads in the carburetor body, should be blown out with compressed air. When the tube is replaced, care should be exercised that no air leaks are present.

A leaking needle valve can be corrected by removal of any foreign substance that may be on the seat or by a very careful regrinding of the seat and valve with a fine abrasive if this is found necessary.

To insure easy starting in cold weather, the butterfly valve in the carburetor intake, must be entirely closed, when the choke is pulled all the way out.



Carburetor Adjusting Kit S. T. 699-.....\$2.95

The kit may be bought as a unit in the roll or as individual pieces under their separate piece numbers.

S. T. 700	Air Valve Gauge.....	\$0.90
S. T. 701	Air Valve Gauge.....	.90
S. T. 702	Air Valve Wrench (Small) (2 required)	.35
S. T. 703	Air Valve Wrench (Large).....	.40

Transmission Lubricants

DURING the fall of 1927 we carried on some very extensive tests covering transmission lubricants.

It is not difficult to obtain a lubricant which will properly lubricate the gears and bearings, but it is difficult to find a material which will have sufficient body to prevent the clutch from spinning in hot weather and which will not become so stiff in the winter as to prevent the easy shifting of the gears.

It was our desire to come as closely as possible to an all-year lubricant, and the one which was adopted and which has since been used in Packard transmissions has come closer to this result than anything which we have previously used. It has proven very successful as a summer lubricant, and it is only in extremely cold climates that it has been found necessary to thin it for winter use by the addition of a half pint of kerosene.

We have had a number of inquiries as to where it can be obtained, and an arrangement has recently been made whereby it is available to Packard Distributors and

Dealers at a very favorable price and one which is obtainable only by Packard representatives.

This product is called Staso Transmission Lubricant (Packard Specification) and the national price is 13 $\frac{1}{2}$ c per pound in steel drums, 14c per pound in half drums and 14 $\frac{1}{2}$ c per pound in 100-lb. kegs. It may be purchased from Frank Harris Floyd, 747 Beaubien Street, Detroit, at the above price subject to a special Packard discount of 5c per lb. These prices are F. O. B. Detroit. Your order should indicate that you are a Packard Distributor or Dealer—and that the Packard Specification is desired.

The Packard Motor Car Company has no interest in the sale of this lubricant other than a desire that its Distributors and Dealers be able to purchase a satisfactory lubricant at a fair price. Our own experience leads us to recommend this lubricant for transmissions and for steering gears as well.

Packard Chicago's Quartette

A QUARTETTE, yes, but we'll bet a dollar that singing "Sweet Adeline" is the least of their accomplishments—anyway it would be more appropriate to sing "Throw out the Life Line" in that exciting city of Chicago.

Seriously, however, we have here the mainsprings of Packard Service in Chicago.

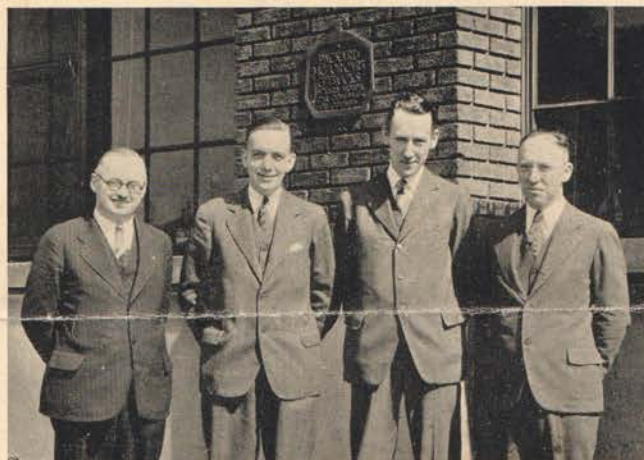
On the left of the picture we have R. E. Rosen, Manager of Stock, Purchasing and Accessories. "Rudy" joined the Packard family over 20 years ago and his first duties were confined to the Parts Department where he showed such "affectionate" care for the little nuts, bolts, valves, etc., that he later, naturally, was given this growing department to manage. Accessories and general purchasing came later until now "Rudy" is the buyer and custodian of everything from lead pencils to crank-cases. Our idea of a hard job would be trying to sell "Rudy" something at a profit, or, trying to get away from him if he was trying to sell us some accessories.

Next we have Chicago's new Service Manager, N. H. Peterson. "Pete" stepped through the Packard doorway three years ago after an exciting experience as aviator and automobile dealer (both are thrilling vocations). He is a genial person and it is hard to imagine a customer so disgruntled that "Pete" couldn't get him smoothed out. His wide experience in the automobile field enables him to understand the problems of both large and small organizations. Chicago has 6 company owned service stations upon which "Pete" must keep a vigilant eye. Add to this 69 dealers' service departments which require advice and assistance and you can see that neither "Pete" nor his department heads have a monotonous job.

Vic Swanson is the next gentleman and in him we have a mechanical genius of no mean degree. Vic, in his capacity of General Superintendent, has been the means of devising tools and methods which have shortened many an otherwise difficult and lengthy repair

operation. Vic has been displaying his mechanical and executive ability with Packard for nine years. He is not inclined to snap-judgment and as a diagnostician he's in a class by himself. If he says it is chilblains, you won't have to waste any time looking for dandruff, as the boy rarely "misses".

Notice that all the boys are smiling except one. The reason "Max" Harris looks so gloomy is because the photographer took him away from his customers for a few minutes. Twenty years ago "Max" decided that Packard hub caps were more beautiful than any others and came breezing into the "family"—and the "family" has never regretted it for one minute. Displaying talent for easing the woes of an occasional unhappy owner he became a service salesman and so well did he handle his job that long ago he became the Manager of the Service Sales Department. Under his supervision Packard owners in Chicago receive attention and courtesy that is not excelled anywhere.



Generator Charging Rate

THIS is the time of the year when it is very necessary to check the generator charging rate on every car.

If a generator has been set so that it will produce enough current to keep the battery charged under winter conditions it will now be producing a great deal more current than the system requires, and overcharging is almost sure to result. Rapid battery deterioration, quick depreciation of the breaker points, burned out lamp bulbs and possible failure of the generator itself are the probable consequences.

A burned out generator is seldom the result of a weakness in the generator itself. It is almost always caused by the fact that there is not a sufficient outlet for the electricity which is being produced, with the result that the voltage keeps rising higher until a point is reached at which the insulation in the generator breaks down.

A reading at the generator brushes should indicate not more than 8 volts, and the reading obtained by grounding the insulated battery terminal should be approximately .3 volts less. If the difference exceeds the above

figure it is possible that there is a poor contact at some point in the charging line, and this should be corrected before any further move is made. If the line is normal, and if the voltage is too high the charging rate should then be reduced.

It is not advisable to check the generator voltage immediately after starting the motor because the operation of the starter draws a certain amount of current from the battery, and it is necessary to run the motor for a few minutes in order to replace the amount which has been withdrawn, so that the generator will show its normal voltage.

During warm weather it will usually be found that a current flow of 10 amperes on the ammeter will be sufficient to supply the needs of the system and keep the battery charged.

In country driving the current consumption is very low and it is good practice to drive with the lights on. This provides the current from the generator with an additional outlet, and helps to prevent the pressure in line from building up to a dangerous point.

We welcome suggestions and inquiries from Packard service men. Address all communications care Editor, Packard Service Letter.
