



GOOD BYE BAD DEBTS!

WHILE every distributor and dealer would, no doubt, like to operate his service department on a cash basis, yet only a few have so far "taken the bull by the horns" and changed to this desirable plan of operation.

In order to present the facts and problems of changing over from a credit to a cash basis we purposely selected a city where it would seem difficult to make the transition. We chose New Orleans, a southern city, where it would seem perfectly plausible to say, "It can't be done here because our owners wouldn't stand for it a minute."

Even against the advice of his own bankers, Mr. Clay Beckner, the Packard Distributer in New Orleans, "flew in the face of Providence" and made the change—and with excellent results. Let Mr. Beckner tell you how he did it in the following letter:

June 23, 1928.

Packard Motor Car Company,
Detroit, Michigan.

Gentlemen:

In answer to your letter of June 19th, I am glad indeed to outline our reasons for and our success in putting this company on a Cash Basis in the Parts and Service Department. I sincerely trust our experience may be of assistance to others who contemplate making a change.

After operating in this city for about one year, during which time I was never very far away from the all important "Back Door," I decided that it was both necessary and wise to place our business on a cash basis. Aside from the desire to eliminate all possible detail work in the Accounting Department, my two main reasons for making this decision were as follows:

(1) The automobile business is operated between factories and distributors on a cash basis. Our payrolls and purchases both require cash. Our capital must necessarily be turned over rapidly and the income from our effort should, if possible, be extremely liquid to balance our financial structure.

(2) Over fifty per cent of our Service complaints originated after the customer received his monthly state-

ment. We knew by that time that our service was good and that complaints of the kind we were receiving were not entirely justified. That was fruit for thought for we were more interested in harmonious relations with our customers than in getting their money immediately. We dug into it and this is what we found. When a customer gets ten jobs of \$3.00 each during a month and pays each one when the work is finished, he is usually satisfied he is getting his money's worth. When, however, he gets one bill for \$30.00 at the first of the month, he may pay it and forget it, or because of its size, may start complaining of rotten service or a poor car that costs him so much in repairs and is too expensive to own. These last opinions are both in error but it is our problem to keep him from having them. The cash basis would make each small job speak for itself and payment is proper at the time it is in the customer's mind. If he has a just complaint, the time to settle it is *immediately* and not after the first of the month when he gets his bill.

I called in my department heads and told them of this decision and asked for each of them to study it and advise me of their ideas as to how it should be done. I then called on both of my bankers and twenty of my good customers to get each man's reaction to such a plan. Be sure to understand that I *personally* made these calls.

My employees were all in favor of the plan but they were skeptical of its success and hesitated trying it with an account of our kind dealing with the type of people who do business with Packard. My bankers advised me against such a plan stating that the people here were rather inclined to do business as they always had done and that the class of customers we had would resent the implied criticism of their credit standing. They agreed it was a sound business policy but one that would not properly apply to New Orleans or to Packard customers. The twenty owners as a whole advised that aside from the petty annoyance involved in paying cash immediately, they did not particularly care how we ran our business, so long as the service was good and fairly priced. Three, however, stated that if we found such a plan necessary, they would probably send their business elsewhere where their accounts would be handled monthly in line with all their other accounts in the city.

"Better Service Means More Car Sales"

In spite of this opposition, I decided to go ahead. We arranged our procedure so as to take advantage of all the sound advice we had received. I instructed the Service Manager to put up a suitable sign in his entrance advising of the new plan and also to write all owners advising them what we proposed to do. I did not write his letter but I suggested that he tell it plainly without any excuses and without any unnecessary elaboration. He did it just that way as you can see by a copy of his form letter which I enclose. (See Letter No. 1).

I next called in each department head and told them that I wanted every employee to write down the name of each person either inside or outside of our house heard making any criticism of the Cash Basis and to see that all names got to my desk the first possible moment. This was most emphatically impressed on the entire organization. I had made the rule and it was now largely up to me to put it over.

The names at first came pouring in. We immediately wrote them a letter, copy of which is enclosed, (see Letter No. 2), and without one single exception I personally called on every one of them and talked it over. They met me more than half way. When we summed it up after three month's trial, we found we had definitely lost three customers whom we could account for. I went after them and without much trouble got two of them straightened out. The last one I called on over a period of several months and at last succeeded in bringing him back to the fold. The plan is a success although we still have accounts and probably always will have. However, they are not for thirty days but will almost all fall within a ten day maximum period. Our accounts receivable have been reduced approximately 70%.

Here is our plan: Whenever possible, the Service Department collects at the back door when delivery is made. When a chauffeur comes or some lady or other members of the family, cash before delivery may be neither convenient nor practical. We do not demand it but deliver the bill to them with the Courtesy Stamp on it as follows:

"Our Service Department is on a CASH BASIS. We are extending this overnight credit as a courtesy. We expect your remittance within 48 hours. May we have your cooperation? Thank you!

CLAY W. BECKNER, INC."

If the bill remains unpaid ten days, we send them a statement with the Courtesy Stamp on it. If still unpaid at the end of the month, we send them another statement. If a third statement is sent, we write them that we can no longer extend a courtesy period as we see no desire on their part to co-operate with us in what we have found to be the proper manner in which to conduct our business. From that time on they are "Cash before Delivery."

And now you want to know if it works! Our customers are satisfied, our service complaints are negligible and our money is in the bank. In 1927 the gross income from our Service Department, Stock Room and Accessory Department was subject to a Bad Debt entry of a nice fat zero. Our record for the first five months of 1928 is not so good as we had to charge off \$1.80 out of the income from the same departments. However, I believe any Packard dealer can get along with \$1.80 in bad accounts. And by the way, if I ever catch that bird, I promise to get the \$1.80.

If there is any further information you desire, do not hesitate to call on me.

Very truly yours,

CLAY W. BECKNER, INC.,
President.

P. S.—Both my bankers pay their bills by check the next day after receipt of their Courtesy Statement. It can be done!

C. W. B.

LETTER No. 1

August 29, 1927.

TO ALL PACKARD OWNERS:

The one big job this company has tried to accomplish in its first year in New Orleans has been to put our service on a basis satisfactory to our owners, a service to which we can point with pride. We are not one hundred percent, probably never will be, but that is the mark we are striving and shall continue to strive for.

In the interest of increased efficiency, and in order to ultimately reduce the cost of service to ourselves and our owners, we have decided to put this department on a cash basis.

Effective September first we will discontinue our previous method of carrying charge accounts in this department.

We sincerely trust that you will cooperate with us in this move, which we feel sure will work to our mutual advantage.

Yours very truly,

CLAY W. BECKNER, INC.
Roy Beydler,
Service Manager.

LETTER No. 2

September 10, 1927.

Mr. Customer,
New Orleans, La.

Dear Sir:

Salesman
Stock Room Mgr. }
Our Service Manager } has requested that we write you in connection with our recent move of placing the Service Department on a cash basis.

Before discussing our reasons for this change, we wish to assure you that such policy on our part is in no way a reflection on your credit standing. On the contrary, your account has been handled in a satisfactory manner and your payment of bills has been good. All of our open accounts have been taken care of in a manner that has been very gratifying to us.

May we presume on your time to explain the necessity of placing all departments of this business on a cash basis?

Everything we buy from our factory must be paid for in cash. Every employee of this organization is paid promptly once a week. Carrying charge accounts involves an expensive system of book-keeping, auditing and other detail work. However, the most important reason for this change and the one our factory has urged upon us is that such a system prevents mistakes and misunderstandings with our customers. Any adjustments of charges, any omissions on our part of work that should have been performed and any other detail in connection with service work on Packard cars can and should be settled immediately at the time of payment.

The entire system is merely a matter of business policy. Good customers of your kind pay your bills promptly and the matter of paying them a few days sooner should not be the source of inconvenience that you might expect. There will be occasions when payment at the time of delivery of the serviced car cannot conveniently be made. In these cases, we expect to present a bill for any services as a matter of courtesy and will expect in return that settlement of same will be made within forty-eight hours. That will not defeat our purpose of eliminating charge accounts but will take care of our customers when circumstances prevent their payment of charges at the time they receive their cars.

In other words, we ask that you bear in mind that we are trying to render you every possible service and courtesy. We are in no way arbitrary and we do not expect to annoy or embarrass you. We are trying to make our business methods simple and effective and we believe we can expect your co-operation. I will be in tomorrow to talk this over with you personally.

Very truly yours,

CLAY W. BECKNER, INC.,
President.

Packard in Montreal

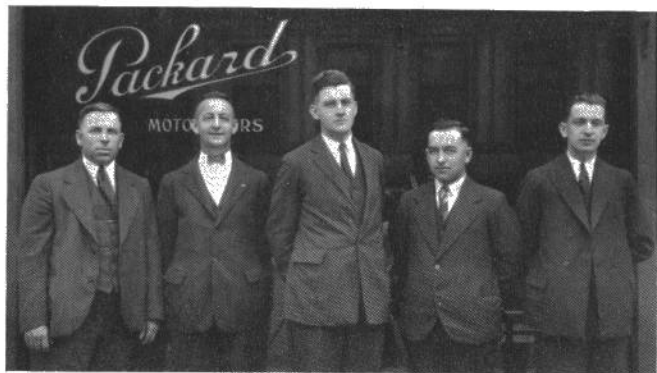
A MECCA for American tourists is the country of Quebec. Here in a land rich in history and natural beauty will be found cars representing every state in the Union. The hub of this very interesting country is the large city of Montreal which is both a summer and winter playground.

It is natural that every automobile company should be particularly interested in having good service facilities in that city to serve the owners who gather there from far and near.

Packard is, and has been, fortunate in the service as rendered by the Packard-Montreal Motor Company. Under the able supervision of the affable Service Manager, Albert Jourdain, the Packard tourist is given prompt and efficient service. There are not two brands of service, one for Montreal owners and another for tourists, but all are treated alike. It is almost an unheard of thing for the factory to receive a letter of complaint regarding Montreal service.

Mr. Jourdain has been guiding the destinies of Packard service in Montreal for 10 years and has been connected with the Packard Montreal organization for a total of 18 years.

The service doctors of Montreal are shown in the group picture. The date after each man's name signifies the year in which he decided to cast his lot with Packard. From left to right we have: Albert Jourdain, Serv. Mgr., 1911; C. N. Brainard, 1920, Asst. Serv. Mgr.; C. Jodoin, 1910, Shop Foreman; Louis Denoncourt, 1914, Service Salesman; Geo. Tremblay, 1920, Parts and Accessory Mgr.



Following are a few of Mr. Jourdain's clean-cut ideas on service.

"As a Packard Service Man for eighteen years, I have come to the conclusion that an efficient service man of the Packard Motor Company should be given the degree of D. P. (Doctor of Packards). It means to me that in giving service to a motor car one has a parallel which is very closely identified with the medical practitioner.

"The Packard Service man must first have the confidence of the owner or operator in diagnosing any case where repairs or adjustments may be necessary. That is he must be able to diagnose the ills before attempting to prescribe a cure and I believe that these points should be emphasized.

"There is no reason why an experienced Packard Service man, backed up by the Packard technical advice should not at all times be able to give one hundred per cent service, or cure.

"I believe that the motor car is in many respects similar to the human system; due to climatic conditions, quality of fuel, etc., the car is at times temporarily out of sorts and it is experience of this kind that taxes to the limit the ability of the service man. Therefore, in emphasizing the combination of experience and technical advice, the confidence of the owner is essential in giving satisfactory service.

"The second point I want to bring up is economical service. When we have ascertained what may be annoying to the owner, the next step in remedying the fault is to do it in an economical manner. To do so the service station must be properly equipped, manned by those who not only know their "stuff" but who will go right to it and carry out such repairs, adjustments or replacements as will give satisfaction and entail no unnecessary expense.

"It is our purpose here to do the work at as low a cash figure as possible consistent with proper repair work. Another which is important is to instill into the minds of service men the necessity for politeness and cleanliness. The old saying goes, that "A kind word turneth away wrath," and is just as applicable and perhaps more so in this work than in many other kinds of service. It keeps both the owner and the service man in good humor and it should be apparent to everyone that politeness is mutually advantageous. Cleanliness, whether it be in the matter of the wearing apparel of the repairman, or in regard to the manner in which he handles the car, is absolutely essential.

"Lastly, we believe in the principle that if there is to be any disappointment as to the time in which the work can be accomplished and the delivery of the car made, it should be beforehand and not afterwards. That is to say if we are not in a position, for one reason or another, to give immediate attention we may temporarily disappoint the owner, but when we say that the work will be done on such a day at such a time we mean it and plan our work accordingly.

"On the other hand, we must differentiate between those who can keep going and those who are tied up, and of course, we give the latter the preference.

"We believe that the splendid motto of the Packard Motor Company, viz.: "Ask the man who owns one," should apply equally to the service on the car as well as the vehicle itself, and we, at all times, endeavor to interpret this Packard slogan, to cover the service department as well."

Off For Latin America

Under the guidance of the Packard Motors Export Corporation, Mr. Vance Mortellra, of the factory service department, will spend the next two hundred days visiting the service departments of the Packard distributors in the Latin American countries.

His itinerary covers, Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, Guatemala, Mexico, Nicaragua, Panama, Paraguay, Peru, Porto Rico, Salvador, Uruguay and Venezuela.

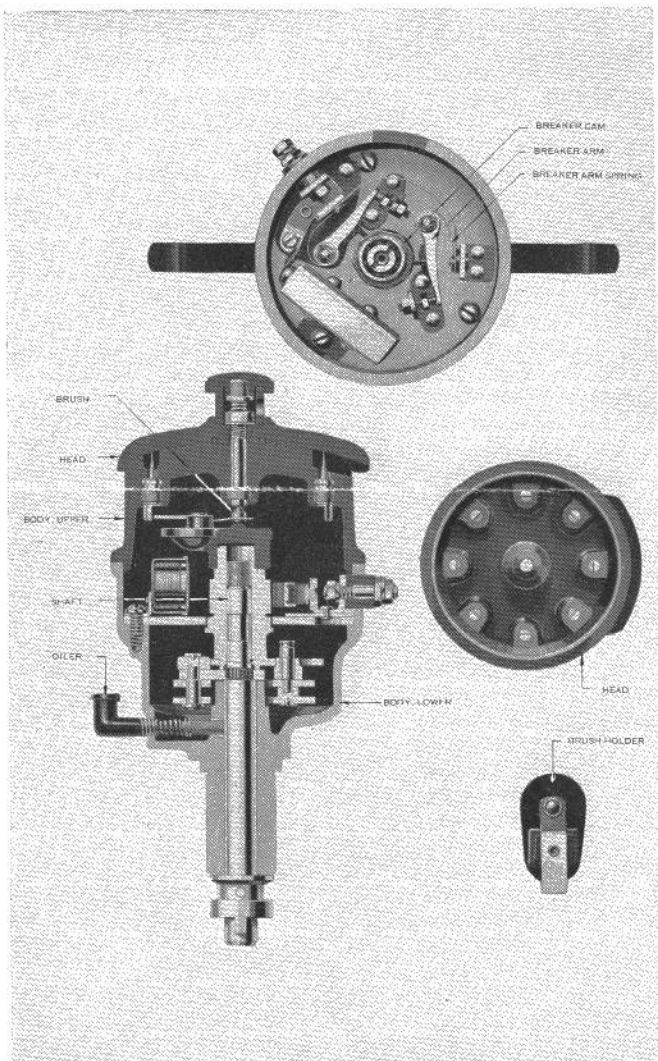
His mission will be to help the distributors by showing their service men how to most efficiently make repairs; to demonstrate the advantages of special tools; to see that adequate parts stocks are maintained and in general to show how, by good service methods, the Packard owners can be better served with the inevitable reflection in increased sales.

626 -- 633 -- 640 -- 645 -- Ignition

ALL the Sixth Series cars are equipped with North East Ignition.

The distributor has an eight lobe cam with two sets of breaker points connected in parallel with both sets operating on all eight cylinders and breaking together.

The two points should start to separate at exactly the same time and in order to obtain this result there may be a slight variation of openings between the two arms. The variation in break, between the two sets of points, should not be over .005 and both sets must have a clearance of not less than .015 and not greater than .020. If when points break exactly together the variation is greater than .005 this indicates wear on the fibre rubbing blocks.



When checking to see if both sets of points start to open at the same time, check each set separately by retarding spark one-half way and turning motor until points are almost to the breaking point. Separate one set by inserting a small piece of paper, which acts as an insulator, between contacts. Turn on switch and ammeter will show a discharge. Push spark advance on instrument board in slowly until ammeter registers zero. This shows that the points have just opened. Follow this same operation to check the other set of points; they should break with spark advance in same position.

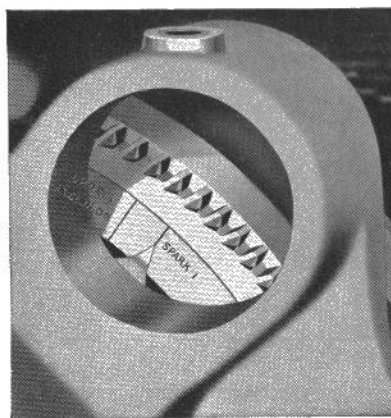
For proper running of motor, it is a good idea to check each set of points separately by insulating one set

with a piece of paper. Motor should run on eight cylinders on either set.

The only adjustment is that of the breaker screws. Uneven wear of the fibre rubbing blocks will of course make the points break unevenly. A slight amount of lubrication should be used on the cam to guard against rubbing block wear.

Spark Timing

Remove starter motor and a pointer will be seen in crankcase opening. Marks on forward face of flywheel can be readily seen (see cut). Turn motor slowly with



hand crank until the mark on flywheel (spark I) comes in line with pointer. With spark fully advanced, points should be just starting to break for No. 1 cylinder at this point. If necessary to set timing, loosen clamp bolt and rotate entire distributor unit forward or backward until the above result is obtained. To

ascertain when points start to break, the same procedure as outlined above should be followed.

Spark Advance

The advance is a combination of manual and automatic. The automatic advance is a centrifugal weight type, controlled by two coil springs. It is easy to get at by removing primary terminal insulating block and three screws in breaker point plate, then the entire breaker assembly including the condenser can be lifted out. This opens the automatic mechanism to be checked or removed.

Condenser

The condenser is mounted on the breaker point plate and is very easily removed by removing one of the breaker plate screws and disconnecting the condenser lead wire.

Care

The distributor should be lubricated every 2000 miles with a small amount of cylinder oil. The oiler is mounted on lower body of distributor unit. About every 5,000 miles the points should be cleaned and reset if necessary. Use Distributor Point Dressing Tool S. T. 656. Also at the time of dressing points remove rotor and soak the felt, which is in center of cam, with cylinder oil.

Watch for these Cars

226-5 Pass. Sedan; Vehicle, 45797; Motor, 47172; Clutch, and Transmission, 41997; Steering, 42820; Front Axle, 46511; Rear Axle, 46770; Frame, 46519; Body, 221-8025. Notify George H. Koon Motor Sales, 106 S. First Street, Highland Park, Ill.

433-4 Pass. Coupe; Vehicle, 115084; Motor, U114523; Clutch and Transmission, 114743-B; Steering, 114639-A; Front Axle, 114393; Rear Axle, 115011; Frame, 114452; Body, 287-926. Notify John L. Hofweber, 101 Main Street, LaCrosse, Wisconsin.

526-5 Pass. Sedan; Vehicle, 131405; Motor, U131606; Clutch and Trans. 132076; Steering, 131783; Front Axle, 131482; Rear Axle, 132063; Frame, 131482; Body, 4618. Notify C. H. Maynard Inc., 411 Columbia St., Utica, N. Y.

Crankshaft Regrinding and Exchanges on Crankcases

There has existed in the field for some time past a real need for a reliable crankshaft regrinding service; a thoroughly dependable job that could be sold to an owner with the usual Packard service guarantee on workmanship.

Several distributors have experimented with local concerns endeavoring to have a satisfactory undersize crankshaft and bearing job performed, but the results have not been very encouraging. Either the workmanship was below Packard standards or the expense was prohibitive.

The Factory Service Department also has experimented along this line for more than a year, and has finally perfected an exchange proposition on crankcases and crankshafts that may interest all distributors and dealers.

We are now prepared to ship, upon receipt of your regular order, a service crankcase into which has been assembled a .015 undersize reground crankshaft with carefully fitted undersize main bearings metered for oil in accordance with the latest practice. The service units will reach you with no motor numbers, so that the owner's original number may be stamped in to prevent any confusion in identity.

The only exception in this offering is the First Series Eights carrying crankshafts without counterweights. For a limited time these crankcases will be shipped on order with standard crankshafts and standard main bearings properly line-reamed and fitted. An over-stock on crankshafts without counterweights prompts us to do this at the same net charge, although our outlay is somewhat greater.

A full net charge will be made for these units, and upon return to our Returned Goods Department of a corresponding crankcase with crankshaft, main bearings and caps intact, a credit equaling the original charge less our special net price for the exchange will be allowed. The returned crankcase assembly must, of course, be in good condition, that is, not broken, cracked or welded, but *all studs must be removed from exterior before shipping.*

If your owner wishes to have this work done and his original crankcase and crankshaft returned to him, four working days should be allowed the Factory for the complete operation.

Fifteen thousandths undersize connecting rod assemblies have been added to Service Stock and are identified as follows:

- 97483 Motor conn. rod and bushing asb. .015 undersize
Model 326-333 prior to Motor 84763
Model 236-243 prior to Motor 216727
- 97484 Motor conn. rod and bushing asb. .015 undersize
Model 326-333-426-433 after Motor 84763
Model 236-243-336-343 after Motor 216727
- 97485 Motor conn. rod and bushing asb. .015 undersize
Model 526-443

Please consult this list, or Trade Letter T-2337, when ordering. Replacement undersize main bearings will be furnished only on special request, until at least there appears to be a sufficient demand for them from the field.

As a matter of precaution, crankcases about to be shipped to the factory for reconditioning or for credit on the exchange basis, should be thoroughly cleaned and carefully inspected for cracks and other defects. This, principally, is for the protection of your owner.

New Circuit Protector

The 626-633-640-645 cars are equipped with a fuse box mounted on the left side of the dash under the hood. This replaces the old circuit breaker which was behind the instrument board on the older models.

When a short occurs in the electrical system in the previous models the circuit breaker would cause a loud vibrating noise which would continue until the short was located and repaired.

On the present model cars, if a short occurs the fuse will burn out and the trouble will have to be located and repaired before a fuse can be kept in.

If the fuse burns out it will *not* cut out either the lights or the ignition, but the lights will become red or dim. When the fuse burns out, the current passes through a resistance coil inside the fuse box forming resistance enough to dim the lights. When the cause for burning out the fuse is located and repaired then a new 20 Amp. fuse should be installed. The current will then follow the line of least resistance, which is through the fuse, and the lights will come back to normal.

Service Advertising Counts

In Packard Service Letter, Vol. 2, No. 8, we ran an article entitled, "Should a Service Department Advertise?" We took the stand that the right kind of advertising was as necessary in service work, as in any other business. The following letter from Howard Hardesty, Service Manager of the Detroit Branch, doesn't cause us to change our opinion one iota—it merely strengthens it.

"You will recall, about a month ago when you were here, you were looking at one of our signs advertising motor washes and vacuum cleanings, and at that time this sign had only been up for a short while and we did not know then just how much work it would pull in.

"We kept this displayed for a month, one at this point and one at the Hague Service Station, and the net result was 127 motor washes and 61 vacuum cleaning, directly traceable to these signs. These signs cost us \$3.50 each and we believe we got quite a large return for the \$7.00 expended.

"The sign we now have on display calls attention to relusterizing lacquer jobs and this operation, which is a combination of wash car and polish nickle, polishing the body, fenders, etc., with our buffing machine, giving the car a thorough cleaning over all, is priced at \$15.00. So far this sign has kept our men busy and still seems to have quite a bit of pulling power.

"These notices are not just tacked up in any convenient place, but are placed at points where we believe the large majority of the owners will see them, and are put up in a suitable frame. When we think a notice has served its purpose, it is taken out of the frame and replaced by the next one on our list, and the record of the sales is put on the back of the card, and the card put away for future use."

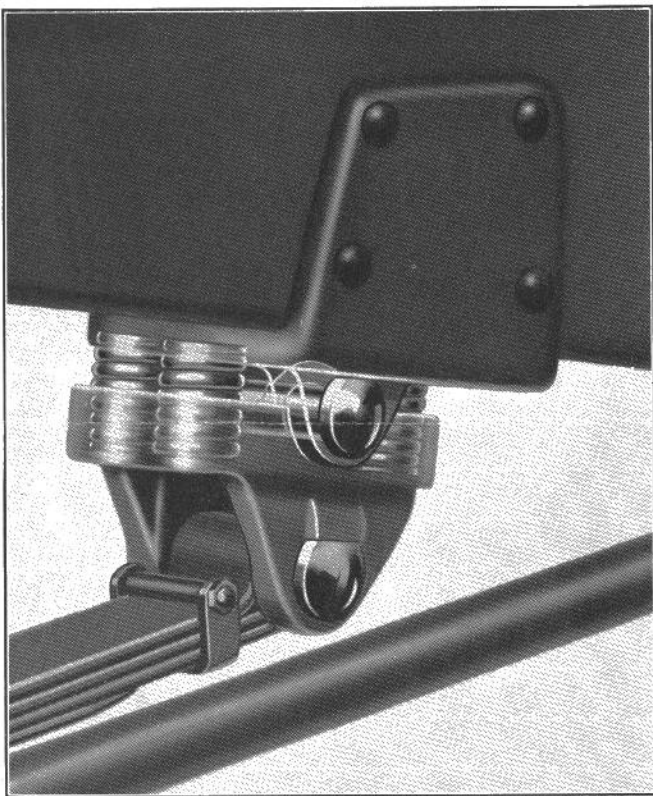
Carburetor Spray Tubes

When complaints regarding inadequate speed are encountered on 526 and 443 cars it is a good thing to check the carburetor spray tube. On the later 526 and 443 cars a step drilled spray tube was used and it has been found that it has a tendency to restrict the flow of gasoline at high speeds. The type of spray tube can be easily determined by removing it and looking through it held up to the light. The correct spray tube will reveal a smooth bore, while the one that should be replaced will show a series of steps. The factory Parts Department now carries only the smooth bore type.

Front Spring Trunnion and Bracket

The 626-633-640-645 cars are equipped with a very unique type of front spring rear bracket on the steering side. It is riveted to the frame in the same manner as on the previous models, but has a slight shackle action.

Instead of the bracket being cast in one piece as on previous models it is now made in two parts, upper and lower. The two parts are shackled together by a $\frac{3}{4}$ " bolt which works in a bronze bushing, pressed into the lower half of the bracket. The shackle action is controlled by four very stiff coil springs, two in front, and two in rear, of trunnion bolt, allowing movement, only, when rough or choppy roads are encountered. The shock is, therefore, absorbed by the trunnion, which does not allow the shock to be transferred through the bracket to the frame and then through the steering to the drivers arms. It is mounted on the steering side only.



The trunnion bolt is a standard front spring rear bolt, and is lubricated by the chassis lubricator, therefore, this assembly will require little, if any, attention.

Due to the fact that the trunnion bracket absorbs practically all the road shock, it will not only relieve the driver of the annoyance of a whipping steering wheel, but will also relieve the steering gear of the intense shocks that it was formerly subjected too. This, of course will make for a longer life steering and will require less frequent adjustment.

Consistent with Packard policy, the engineers have made it possible to install this very desirable improvement, on the 526 and 443 models, at a very reasonable charge.

Following are instructions for making the installation on the 526 or 443.

1. Jack up front end of chassis. (Use Chain Falls).
2. Remove left front wheel and rear end of steering connecting rod.

3. Remove front spring rear hanger bolt. (Do not remove front spring).

4. Remove mud-guard bolts—one side. (Frame side).

5. Cut rivets holding spring bracket to frame.

Note: Use two or three sharp chisels and a large size hammer for cutting rivets. Drive out old rivets. It may be necessary after the rivets have been cut off to drill remaining rivets left in brackets. (Use $\frac{3}{8}$ " drill).

6. Cut mudguard to fit around trunnion bracket.

7. Attach new trunnion assembly to frame using $\frac{7}{16}$ " bolts and nuts. (Nuts and cotter pins should be outside of frame).

Note: In performing this operation mount trunnion bracket on frame and line up rivet holes with bracket using two $\frac{3}{8}$ " bolts, then redrill frame using $\frac{7}{16}$ " drill.

8. Install lubricator connection for spring trunnion using new gasket. (Be sure to use old lubricator restriction).

9. Paint rear trunnion assembly, using air-dry enamel.

10. Rebuild entire job as it was removed.

The bracket equipment for 526 and 443 models should be ordered under piece number 0166845. The work may be performed in approximately four hours, and it will be covered by Standard Operation F-28. The Standard Prices for the three zones will be \$18.75, \$19.25 and \$20.35 respectively.

We are now preparing a trunnion bracket equipment which may be applied to all models prior to the 526 and 443 which have the front springs shackled at the forward end. These brackets may be ordered as follows. 0166844 Front Spring Trunnion Bracket Equipment (426-243-343). The only difference between the two equipments lies in the spacing of the rivet holes. The method of attachment is the same in each case.

The Next Winner

Special Tool Department

Gentlemen:

Enclosed is a drawing of a tool which is very simple to make and very quick in its action.

Its purpose is to pull the distributor shaft by simply reaching down, with the tool, through the hole in the cylinder head and distributor guide into the hole in the union at the top of the shaft.

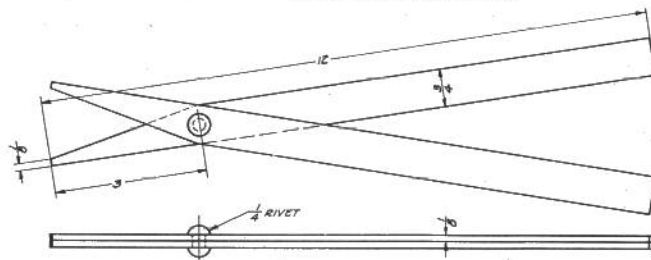
By squeezing the handles together, the bottom ends of the tool are forced apart, taking a firm hold on the union and even though the shaft is tight in the oil pump it can be quickly pulled out.

The tool can be made with two pieces of band iron or steel $\frac{1}{8}$ " thick, $\frac{3}{4}$ " wide and 12" long.

It is especially handy in quick jobs of renewing head gaskets or scraping carbon with the owner waiting.

Yours truly,

Le Roy W. Reeder, Mechanic
Cleveland-Packard Co.



Do you know of a time saving method of doing some part of a Packard Standard Repair Operation? Have you made a labor saving tool? Each idea that is worth adopting will be published in the Packard Service Letter, giving due credit to the originator and we will also present him with one S. T. 612 Mechanics Tool Kit.

Air Cleaner Equipment

From certain sections of the country, especially the Southwest, where fine sand and alkali dust are present in the air in considerable quantities, we have received requests for a device that can be attached to a Packard car to prevent this abrasive material from entering the motor.

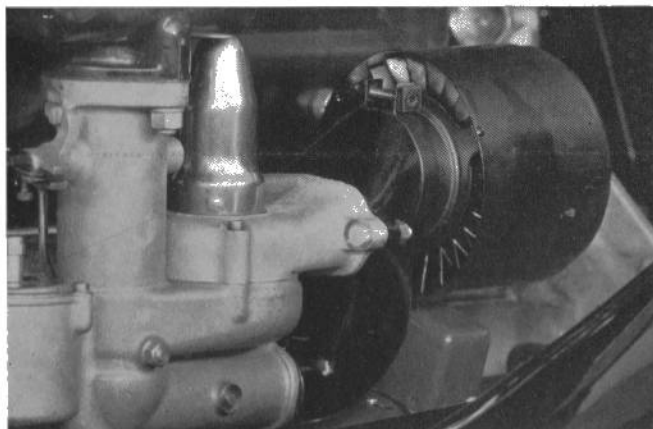
In complying with this request, we have made up a Service Air Cleaner Equipment which can be installed on the following models, 426-433-526-533-626-633. This is carried under piece No. 0163875. We also have an equipment for the following models 336-343-443-640-645, which is carried under piece No. 0164826.

To install—remove air valve seat assembly, tear down and reassemble valve and springs on new seat. Mount new assembly on carburetor using the long fillister head screws furnished with the equipment.

Clamp air cleaner to adapter elbow and bolt to flange on carburetor air valve seat.

Note—At the bottom connection the casting does not come flush with the carburetor body, a steel ferrule making a slip joint which compensates for variations in assembly, and makes an air tight joint.

The zone prices for these equipments will be \$10.00, \$10.50 and \$11.60 for the first, second and third zones respectively. For further details of installation see Technical Letter 1854.



How About Fire?

Is your service station prepared for fire? Does everybody know just where they can put their hands on a fire extinguisher?

Fire extinguishers and buckets of sand are your best friends in case of fire. They should be attached to posts and that part of the post, to which they are attached, should be painted red to attract attention. There is nothing more disastrous than a gasoline fire with nothing on hand to fight it with but water.

In time of peace prepare for war. Now is a good time to check over your fire-fighting equipment and to see that your shop is adequately protected.

Courtesy Tags

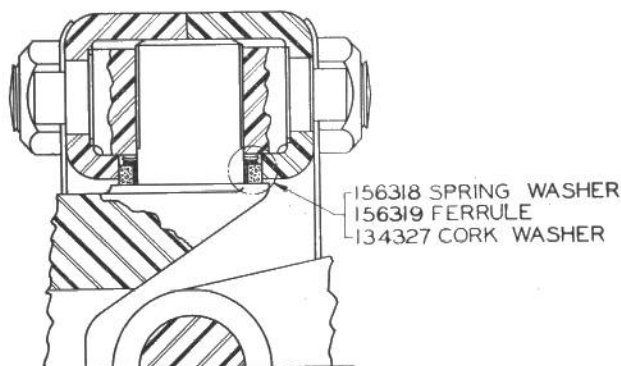
Thirty-eight thousand, "Courtesy Tags" have been taken by the field. This idea coming from Packard-Hollywood has been unusually successful. If you haven't tried it yet refer to Packard Service Letter, Vol. 2 No. 7, read the article on page three and then order your supply.

Universal Joints

There seems to be some misunderstanding in the Service Field in regard to installing the trunnion bearing cork washers in the Mechanics universal joints.

We formerly furnished, under piece No. 134327, a heavy cork washer to stop oil from leaking around the journals. Later the Mechanic's Company brought out an improved design whereby the cork was reduced in thickness, a brass ferrule placed inside and a tension washer inserted to maintain a pressure on the cork and effectually seal the joint.

We now supply only the smaller cork washer under piece No. 134327. Ferrule No. 156319 and spring washer No. 156318 should also be installed when making a replacement.



More About Grinding Cylinders

We are indebted to Mr. L. J. Pang, Service Manager, Packard Buffalo Motor Co., for the following information.

"We experienced some trouble on Hutto cylinder grinding jobs with excessive wear on piston rings, particularly the oil ring, caused by the difficulty in getting the bores perfectly clean and free from abrasive dust from the stones. This was true when the blocks were removed before honing, and washed with great care after the operation.

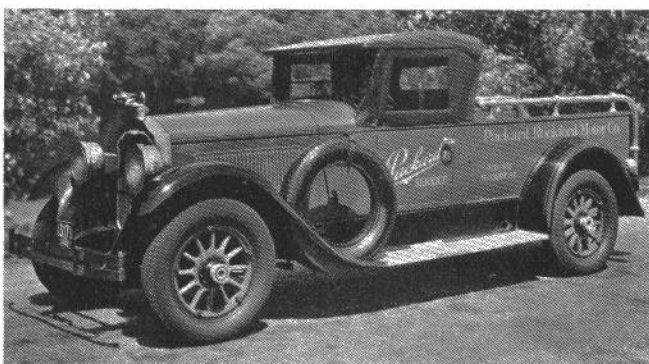
"We have developed a method of cleaning the bores which works out very satisfactorily.

"We remove the stone and soft metal from three of the $3\frac{3}{8}$ inch Hutto stones (which have been worn out) with a welding torch and substitute strips of wood in place of them, crimping the edges of the metal backing down on the wood to hold it in place. These we use in the grinder as a last operation after the bores are brought to size, using a comparatively light pressure against the cylinder walls, and using a mixture of kerosene and used motor oil in our feed can, with the stop cock wide open in order to wash the emery down as the wood strips work it out of the pores of the metal. Incidentally this process helps to polish the cylinder walls.

"These wood blocks when inserted in the $3\frac{3}{8}$ size stone holders may be used in either the $3\frac{3}{8}$ " or $3\frac{1}{2}$ " cylinder. We have the best results with a comparatively soft wood. The ordinary plywood used in dashes is very good as it gives the advantage of the end grain of wood in center laminations but is somewhat harder to work."

Ready For Trouble

Taking a six year old I-26 touring car the service department of the Packard-Rockford Motor Co., converted it into the snappy looking service car as shown in the picture. With the exception of the top all the work was done in the Packard-Rockford shops.



Team Work

It is easy for any of us to become obsessed with the idea that our particular work is perfect and if the other fellow would only do his part everything would be all right.

Either of two conditions may be present in a case of this kind. We may not be doing our own job as well as we think we are or we may be hindering the other fellow by not giving him our cooperation. The little verse from Kipling illustrates this very well.

"It ain't the individual
Nor the army as a whole
But the everlasting team work
Of every bloomin' soul."

Packard Patent Plate

In the new Information Books, covering the sixth series "Eights," there is, on page eight, an illustration of the Packard Patent Plate. On the same page the new owner is given the following information.

"IMPORTANT"

"The illustration shows the patent plate that is located on the left front side of the dash on all Packard cars which should be filled out completely when car is delivered.

"The vehicle number is stamped on the plate by the factory in the space provided. The other two spaces are to be filled in by the distributor or dealer delivering the car and cover the actual delivery date to the owner and the name of the organization making the sale.

"This information is of particular importance to the owner because the delivery date establishes the age of the car for insurance purposes.

"The name of the selling organization and date of delivery are necessary information for the records of Packard Service Stations when the car is serviced away from the home station."

Preparing New Cars for Delivery

When preparing new cars for delivery it can best be done with the aid of a systematic inspection sheet. Form D-28, "NEW CAR INSPECTION AND DELIVERY REPORT," is a very convenient help in this connection. If you haven't ordered any yet, see Packard Service Letter, Vol. 2, No. 3 and then send us your order.

Clean Work—Better Work

When the Near Editor was a service manager, one of the things that "got his goat" the worst was to have someone from the factory tell him how well Packard-Boston did this, or did that. No matter how good we thought we were on some certain thing, it always seemed that Boston went us one better, sometimes ten. Other old-time service managers will agree with us in this, for they all have heard plenty about that model child down in the old Bay State. The truth of the matter is—they are good.

Therefore, when we wanted to get some information about cleaning car parts, before the mechanics worked on them, it was second-nature for us to write to Knox Brown, the Service Manager of Packard-Boston and get the dope. Here's what he says.

"A few years back the one thing that annoyed me most was to see cars come in on the shop floors of the building all covered with road dirt, grease, and in other words, the whole under part of the chassis in a dirty, filthy condition, and to have the service salesman write up an order to renew steering knuckle pins and bushings, or drop the crankcase and pull pistons, and what not, and see the mechanic pick up a putty knife, pail of kerosene and a brush, and start in to try to find the nuts.

"After studying this situation for some time and experimenting one way and another, we decided to build a regular wash stand in the corner of our shop and put in a regular power washing machine. This we did, and connected up hot water to this point as you would on an ordinary wash stand. In conjunction with this, we have a steel Oakite tank with a hoist and a metal basket that we use for lowering small parts and such items as differentials, etc., into the tank to melt off the grease and dirt.

"When the car first appears on the shop floor the car shifter reads the job order and determines the items of work to be done, and where there is any operation on the chassis that requires the cleaning of parts, the car is put on the wash stand immediately. A large rubber apron is thrown over the cowl, extending back over the top by the front doors which protects the body and windshield. The hood is removed and the under parts of the chassis are thoroughly washed as well as the motor and transmission. This can all be done in ten or fifteen minutes with warm water and plenty of pressure.

"In the case of a steering knuckle job, or removing the crankcase lower half, or practically any operation on the chassis, it saves a great deal of time for the mechanic, keeps him cleaner, keeps the floor clean, and gives the mechanic something clean to work on, which is very desirable. This work is all done by one man equipped with rubber boots and rubber apron, and he does nothing but the cleaning of parts, and the mechanic simply takes to the wash stand any parts which he may remove from the car and which may require cleaning; he leaves them for a few minutes and when he returns they are absolutely clean for him.

"The expense of this man on the wash stand amounts to nothing when you consider all the time the mechanics are saving in looking for brushes, pails and putty knives to clean the parts themselves. Personally I think this is the most valuable equipment in the shop and you could not take it out without a terrible protest from all the workmen in the departments."

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