



VOL. 4 No. 2

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## The New Year and Our Job

J. F. PAGE—General Service Mgr.

UPON entering another year's service for Packard, there are certain things which we should review in order that our experiences of the past may result in improved conditions in the future. There are new plans to be made and new goals to be set; there are certain definite things which we wish to accomplish in the year ahead of us.

We have, during the past years, stressed the importance of clean shops; courteous service, standardized methods, adequate supplies of parts, the advantage of increased profit through accessory sales, the necessity of consistent owner follow-up, a proper equipment of special tools, adequate shop facilities and space; and other items pertaining to the operation of the service department.

Although during the past year, you may have accomplished, or obtained efficiency on all of the items referred to, if you have not given sufficient attention to the fact that good workmanship is after all what pleases the owner most, you are still far behind in rendering Packard service.

A comparison of a service station organization with an army in action illustrates the point which we wish to make. A plan is worked out by the General Staff, directions sent to the division officers and thence on down the line. Each officer with his group of men carry out their portion of the instructions, until we get right down to the private. But if he is not thoroughly trained or fails to carry out the proper instructions, the entire plan is upset.

In our service work, the general plans and principals may be worked out by the factory from the results of successful operations in the field, but these are simply passed on to the service managers, who in turn instruct the service salesmen, shop foremen and the rest of the organization, right on through to the mechanic. Here again, if the mechanic fails to do his work properly, everything else fails and the customer is dissatisfied. In either case, no matter how well the plans are made; no matter how clean the camp, or the service station, no matter how well uniformed, or how efficiently armed,

nor how courteously, or efficiently the orders are carried out, the whole thing depends upon how efficiently the actual work is performed.

It is true that the public expects much of Packard. They expect to find clean service stations, and clean representatives; they expect to have their work promptly, efficiently and courteously handled. In fact these things are almost taken for granted. But the real thing the owner expects is to have his work done right the first time the car is taken into the service station.

We cannot stress too often, that all service men have a very definite responsibility. Every man in the Packard Organization is the guardian of Packard Reputation, a very real factor in the company's success. We must continue to keep before us the tremendous importance of our individual job as it affects the Packard owner in his satisfaction with his car and our Service. Every individual in the service department must assume his full share of this responsibility, be he door man, clerk, mechanic, service salesman, or service manager. In other words, the safeguarding of Packard Reputation, Prestige, and Pride of Ownership, is in our hands to a larger degree than we realize.

During the coming year, there is a greater necessity, than ever before, for constant systematic training and education of all service men. It is equally a matter of conscientious study and effort on the part of the mechanic, tester, or salesman direct, as it is the job of the manager to advise and educate and assist, in every possible way, the entire organization.

At the head of the list of causes for service complaints, we have the fact that the car is not fixed right the first time. There is one principal answer to this, namely, efficiently trained men combined with an appreciation of the importance of satisfied owners.

We are anxious that you start the year off with the thought in mind that you all must bear your share of the responsibility; that you must obtain the share of training and education which is necessary to make you most efficient. You have, for this purpose, the opportunity of studying the car itself, the service manual, technical

**"Courtesy Always Pays —And You Are Paid To Be Courteous"**

letters, the service letter and the slide films, along with other assistance supplied by the factory through our field supervisors, etc. Packard service men constitute a good size army and no army would be called "trained" in which only the commissioned and non-commissioned officers were trained men. Every single man must be efficiently trained and prepared to handle his part of the work.

There are, of course, many items in connection with service work which we wish to stress during the coming year, but we feel that the item of most importance at this time is the efficiency of the individual mechanic, tester and service salesman, who are, after all, actually the men on the firing line and are most in touch with the Packard owner and his immediate needs.

Let us all start the year off with the goal of more efficient mechanics, more efficient testers, more courteous treatment of owners, cleaner and more attractive service stations, and by making all service more satisfying than ever before. Let us make the satisfaction of Packard owners our personal trust and responsibility and let us make our Service a very real aid to more Packard sales.

## Stock Meeting



### THOSE PRESENT

| Name            | City            | Length of Service |
|-----------------|-----------------|-------------------|
| D. C. Kelly     | New York        | 18 years          |
| A. Johnson      | New York        | 15½ years         |
| R. E. Rosen     | Chicago         | 22½ years         |
| E. C. Lindquist | Chicago         | 13 years          |
| W. Bernitt      | Detroit Branch  | 22½ years         |
| P. S. Haber     | New York Export | 7 years           |
| A. H. Snow      | Boston          | 19 years          |
| J. Vanderslice  | Philadelphia    | 11 years          |
| A. G. Knapp     | Cleveland       | 16 years          |
| J. C. Meier     | Pittsburgh      | 15 years          |
| J. W. Smith     | Los Angeles     | 15½ years         |
| J. H. Clark     | San Francisco   | 22 years          |
| G. E. Klahm     | Cincinnati      | 15 years          |

During the month of November, a meeting was held here at the factory consisting of Branch and Class "A" Parts Managers also a few Parts Managers from nearby points. This was the second official class "A" Parts Managers' meeting and it was decided that it would be made an annual affair.

Those attending are listed and their length of service with the Packard Organization is shown. The factory has felt that there are certain benefits which should be derived from the long experience of these men. From the program which was worked out a great deal of valuable information was received, since a large portion of the program was turned over to the visitors.

Talks were given by Mr. Horsley; Mr. Williams of the Engineering Department, Mr. Stalker of the Technical Service Department, Mr. Van Tassel of the Sales Department and Mr. Lull. From the field, talks were given by Mr. Kelly; Mr. Rosen, Mr. Vanderslice, Mr. Knapp, Mr. Snow and discussions were led by others present. We will use a few of the talks, which were given, in the Service Letter, which we feel will be of benefit to the field in general and it is our intention to incorporate many of the points which were brought up in a new book on stock keeping methods, which will take the place of the section now in Part Two of the Service Manual.

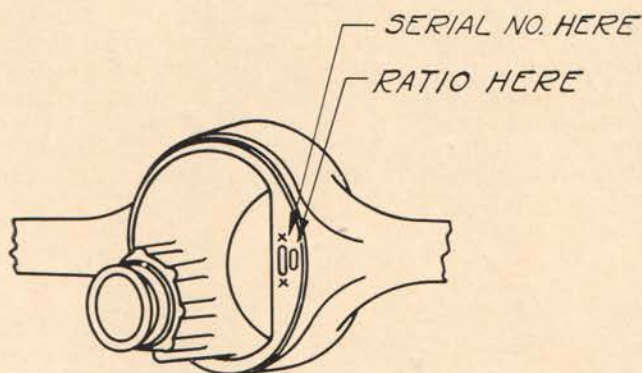
We, here at the factory, have for some time felt the importance that the adequately supplied and efficiently handled Parts Room has in rendering Packard service and we will appreciate suggestions and ideas from the field on any items which will improve our present methods, either as relating to the factory method of handling distributors' parts orders, or recommendations on the handling of distributors' and dealers' Parts Rooms and activities.

## Is it Right—

- to hold replaced parts for a long period of time and then return them to the factory, expecting credit for them?
- to expect that a customer will not be angry when you have been unable to provide him with a generator fuse (or some other small part) which failed during his Sunday trip, because your parts stock is inadequate?
- to merchandise a spark plug which has not been approved by the factory?
- to suggest an anti-freeze solution which will not allow the customer to operate the engine in his car at a normal temperature of one hundred and seventy degrees?
- to expect that you have done a good oil and grease job and then not lubricate the door hinge pins and the bonnet sills?
- to replace a cylinder block and piston assembly and expect that this will materially reduce the amount of engine oil consumed though you haven't even checked the condition of the crankshaft bearings?

## Rear Axle Gear Ratio

The rear axle ratio of a car may be determined by examining the flange on the right front side of the differential assembly. At the point located in the picture you will find stamped the serial number of the differential assembly and below this, the gear ratio. This applies to seventh series cars only.



## January Service Posters



Poster, 50c

No. 7 Locomotive Poster

Frame, \$1.50

## Interior Service Sign



P 17 Service Sign

An interior sign can be used to advantage in many places. Your contract calls for the display of a Service Sign and getting the Standard P-1500 Radiator Shape Sign, or one of the P-17 Interior Signs as shown.

These are carried in stock at the factory and should be ordered by number.

## Damper Setting

There seems to be an impression in the field that if a sixth or seventh series damper is rust free on its polished surfaces, nothing else need be done. This is far from true because every damper to function properly must be clean, properly lubricated and have certain clearances between parts carefully checked.

The first thing to do in reconditioning a damper is to clean it thoroughly and polish all rubbing surfaces using "00" sand paper only on iron surfaces and metal polish on brass surfaces. Then be sure the bushing has a suction fit on the hub and in the damper halves or discs. The bushing should be slightly shorter than the hub. Place the hub, flange down, on a can or other object slightly smaller in diameter than the flange; put the bushing on the hub, put one friction disc in place, then one damper disc, then the leaded rubber ring, then the other damper disc, and the other friction disc. Note that the springs, dowels and brass sealing ring have been left out of this assembly.

With a straight edge across the end of the hub, the clearance between the upper or last placed friction disc should be not less than .010" nor more than .015". If the clearance is less than .010", remove some stock from one or both friction discs with abrasive cloth on a surface plate. If the clearance is greater than .015" renew the discs or remove stock from the hub in the same manner as suggested for the discs.

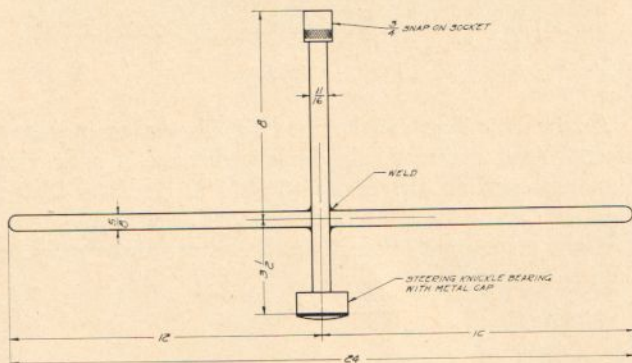
After obtaining the proper clearance disassemble and place a small amount of graphite and oil in the grooves on the hub and in the grooves on the outside of the bushing, being careful not to use too much so that oil will get on the friction discs.

Reassemble the unit, using all parts and bolt it to the pulley flange being sure first that the pulley is tight on the crankshaft and has no play on its key.

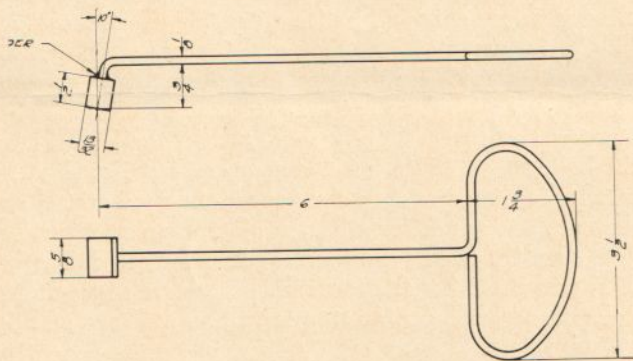
Before installation of new dampers, always disassemble, clean thoroughly and check for proper clearance. The anti-rust coating sometimes found on the polished surfaces of a new damper will stick them tight and in this condition they never function from the time they are installed.

## Special Tools Winners and Suggestions

Mr. Tingey from Earle C. Anthony, Inc., Los Angeles, sent in a drawing for a wheel wrench which is similar to the one shown in Volume 2, No. 23 of the Service Letter. We feel that this one also deserves a prize.



The other winner is a tool designed by Mr. Clifford Patrick of Hightower & Cromer, Santa Ana, California. It is a fan belt adjusting wrench for the 626 and 633 new type water pump. One end of the key fits against the boss on the water pump housing and the other against the bearing retainer screw on the fan pulley. Then by inserting a punch in the holes in the fan pulley, the eccentric is rotated.



A suggestion for a bonnet clamp repair tool was received from Edward Harris, Service Manager of the D. E. McDaniel, Inc., Pasadena, California.

Mr. Fred Voigt, Ray O'Donnel Packard Garage, Eugene, Oregon, sent in a clamp for holding the generator sprocket support while removing the generator from the crankcase.

Mr. Hamilton, shop foreman of the Packard Florida Motors Company, Jacksonville, Florida, submits a tool for driving out and pressing in the valve guides on the 726 and 740 cars.

Mr. M. J. Wilkinson, Packard Motor Car Company of Chicago, Evanston, Branch, submits the following suggestions: A clamp for removing the bronze bushing on the old type vibration damper when it is frozen on the casting. Another is a drift for installing the piston pin in the piston and rod on the sixth and seventh series cars similar to our ST-726. Also a clamp for holding the front springs to the frame when lifting the car by

chain-fall from the front cross tube. This prevents strain on the front brake operating shafts.

Mr. Joseph B. Lang, of Heaton Motor Company, Terre Haute, Indiana, has designed a wrench for adjusting front wheel brakes.

Mr. E. J. Sturgeon of Earle C. Anthony, Inc., San Francisco, California, designed a puller for removing the bearing cups on the differential casing.

Mr. J. O. Hinman, of Packard Scruggs Company, Dallas, Texas, submitted a tool for installing piston pins in the pistons and connecting rods on sixth series cars.

Mr. Paul A. Pullman of Packard Washington Motor Car Company, inclosed a suggestion for a tool for removing pins from the window handle on 726 cars.

A drawing or more detailed description will be furnished upon request.

## Accessories

### Sun Visors for 5th and 6th Series Cars

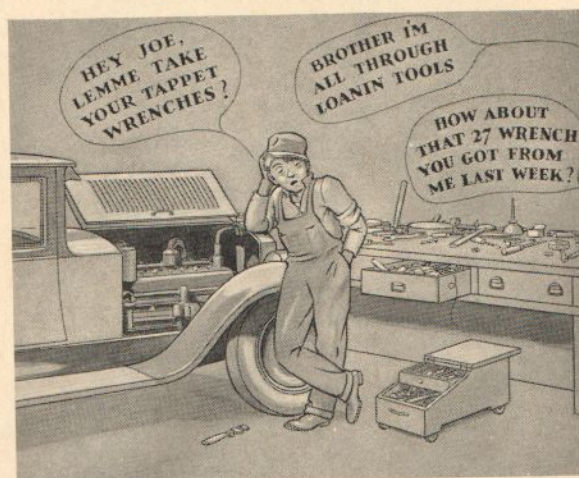
The Accessory Department is prepared to furnish an inside visor, similar to those now being used in production, for fifth and sixth series cars. This visor is trimmed to match the head-lining and uses a friction hinge which screws to the front top bow. It is easily operated and furnishes the same excellent protection from sun, etc., as the visor on the seventh series cars. The list price, installed, is \$7.50 each.

### Packard Visionall Windshield Cleaner

By designing special brackets, the Accessory Department has introduced a new Visionall double windshield cleaner which is the only one that can be satisfactorily installed on the header of the seventh series cars. It is exclusively Packard—obtainable only from the Factory Accessory Department.

These features make it an excellent accessory on which to do a large volume. The list price is \$18.00 installed.

## Just a Thought



*We Welcome Suggestions and Inquiries from Packard Service Men. Address All Communications Care Editor, Packard Service Letter.*

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