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235 Principles or Rules?

WE are not assuming for one minute that perfect repair work and perfect inspection is not necessary in the operation of a perfect service station nor are we brave enough to think that we can ever develop a crew of human mechanics and inspectors to the point that they may be called "perfect" in their work. We are still working on the idea that since these fellows are human along with the rest of us, they, like us, need help with their work from time to time and that they appreciate this assistance and cooperation through personal help, and because this is not always possible, through group instruction as given in meetings.

We want to do everything possible to help these fellows do their work so that Mr. Packard Owner will be not simply satisfied, but enthusiastically happy with the results. Most all of us take pride in doing a job well, we may not get any credit for it, but there is a lot of satisfaction in the feeling that comes to us in knowing that the thing is done right. There are a lot of people who live their whole life without getting the credit they deserve either in praise or in the pay envelope, but you will find that they make up a large group who live a happy life because there is that inward satisfaction from doing each job as it comes along to the best of their ability. They are the fellows who get along well with their wives and their companions and they get their three square meals a day too.

When we all try to do our work a little bit better and when we all try to do it so that we can feel really satisfied with it, then and only then will this old world begin to be an ideal place to live in. We cannot bring about such conditions alone, we must all help. We are not so much interested in the world as a whole, we can only be interested in that part of it in which we live and work.

Since this is not an article on the subject of "Happy Home Life" we won't try to offer any suggestions on this subject, but we would like to make a suggestion on how to improve that part of the world in which we work. To some of us in Service work, this is just a desk; to some it's the service floor "up front" and to some it's a bench or a wash rack or a spray booth, but no matter which it is there are certain principles that apply.

You may think that I used the word "principle" in that sentence rather than the word "rule" just because it was a longer word, but you are wrong. A principle is something to guide your actions, a rule is something to restrict your action. The Golden Rule is not a rule at all, it is a principle because it is a guide and as such, it works. It gives you a choice, if you want fair play you will get it by playing fair. I say "Service Salesmen will report for duty in regulation white coats," that is a rule and it doesn't leave anything to their choice. It restricts them as to what kind of coats they shall wear. Some men have to be governed by rules, others are guided by principles.

In a Service Station certain rules are necessary simply because some of us won't be guided by those principles which will make a service station successful—and don't forget that a successful department, or a successful company develops successful men—that is one statement that is equally true whether you say it forwards or backwards.

You will begin to get the most out of life when you get to the point where you are being guided by principles rather than being restricted by rules. For instance, nobody likes to be handed a set of rules reading like this:

1. Do not spit on the floor.
2. Do not smoke during working hours.
3. Do not slight your work.
4. Do not leave customers' cars dirty.
5. Do not be discourteous.

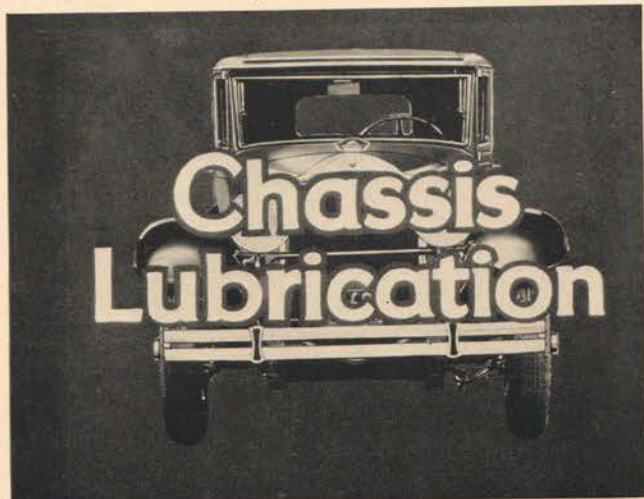
How much better to simply say "our service is organized on the basis of fair and equal treatment to all." Haven't we said all that was necessary to cover the rules listed and a whole lot more besides? If you are fair to your fellow worker you do not need rule No. 1; if you are fair to your employee, you do not need rules two and three and if you are fair to the customer, you do not need rules numbers four and five.

Let's improve our work by living up to this principle of service. The conditions under which we work and the results of our work will improve accordingly.

"Customers often judge Packard by what they think of You"

Film Service

The Service Educational Slide Film for April covers Chassis Lubrication. This together with the film on Motor Lubrication gives you a complete story in



pictures of the lubrication of the car. If you have not already done so, we suggest that you send in your subscription for this service. You will find it most interesting and instructive, details concerning the service are given in Technical Letter 1867.

Generator Brush

One or two instances have been reported where upon inspection it was found that the ammeter hand indicated that the charging rate was about ten amperes and an attempt was made to adjust the charging rate. When turning the adjusting screw for this purpose, no change was made in the reading of the ammeter. It has been found in these cases that the difficulty was due to the fact that the third brush hold down spring was not properly seated in the notch on the top of the brush, it was riding on the side of the brush. By removing the end cover plate and making certain that the spring is seated in the notch, you will find that the charging rate will show properly on the ammeter.

Omaha Service



J. R. Shy and the Boys from Omaha. You can breathe easy when your owners tour through Omaha because they will be well taken care of.

A Question

*That little sign so often seen
Which says to "Clean up and keep clean,"
That slogan, constantly in view
As each department we pass through.*

*Just what reaction does it bring,
Is it to you a useless thing,
Or do those five short words suggest
Your work-home always at its best?*

*And does it mean the bench or floor,
Or is it that, and something more.
Might not this motto well apply
With equal truth to you and I?*

*Is not a workman at his best
When clothes are clean, and trousers pressed.
What other treatment ever gave
Such comfort as a fresh clean shave?*

*So when that message greets your eye,
Just think before you pass it by,
Is there still more that I can do
To help the cause, and see it through?*

—Earl Cowing, RPB-116
PACKARD MOTOR CAR COMPANY

Windshield Wiper Lubrication

A convenient and practical method of oiling the Trico Automatic Windshield Cleaners.

When Trico Automatic Cleaners require oil, the quantity needed is really very small. The right kind of oil puts new life into the piston packings and has a generally beneficial effect.

To Oil

Remove the hose connector from the cleaner.

Place in any small receptacle (use oil can top) 1 or 2 teaspoonfuls of automatic windshield cleaner oil (Trico Maro-Oil or any light oil, if Maro-Oil is not available).

Use a 4 or 5-inch length of rubber hose. (*Don't use the hose used on cleaner—oil softens rubber.*)

Turn the shaft in the cleaner—by the handle if it is an interior type or by the wiper bar if an exterior type—to the extreme right.

Move back about $\frac{3}{4}$ of the normal travel to the left, being careful not to move it all the way. (If you miss the stop at the $\frac{3}{4}$ position, go back to the start again.)

Submerge the end of the 5-inch piece of hose in the oil, making a quick movement halfway to the right.

Withdraw the hose from the oil.

Complete the stroke the balance of the distance to the right. (This operation will result in oil being drawn into one side.)

Repeat the foregoing, starting off in the opposite direction, with complete motion to the left; return stroke $\frac{3}{4}$ of the way to the right; submerge the hose in the oil; now make a quick half-stroke to the left; withdraw the hose from the oil; complete the movement to the left, as before.

Result

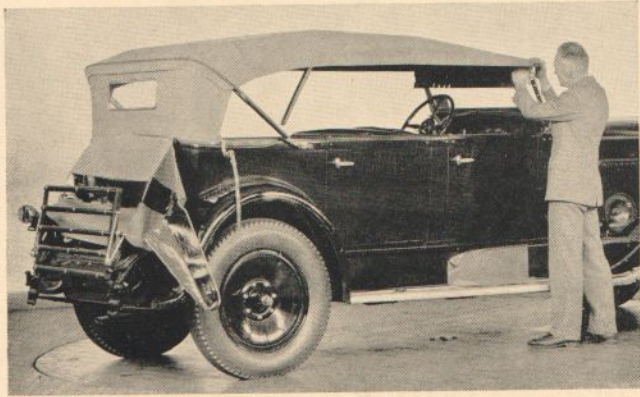
Both sides of the motor will be completely oiled, together with all passages, connections and parts.

Repeat as often as necessary.

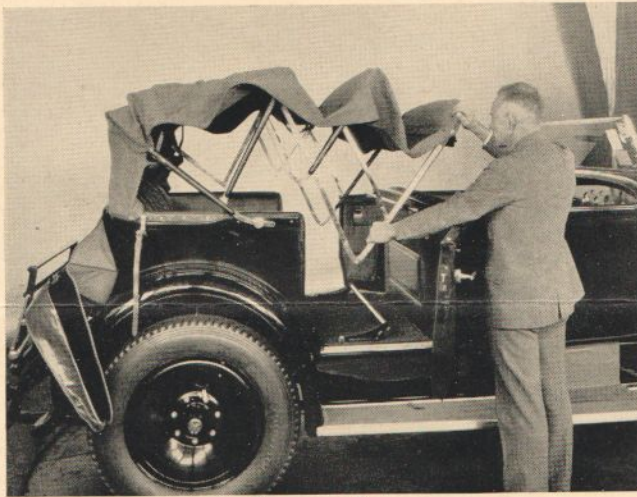
(This procedure is recommended particularly to service stations and garages.) Caution—Do not use hose after it becomes soft, as particles may be drawn into the cleaner motor.

Lowering Tops

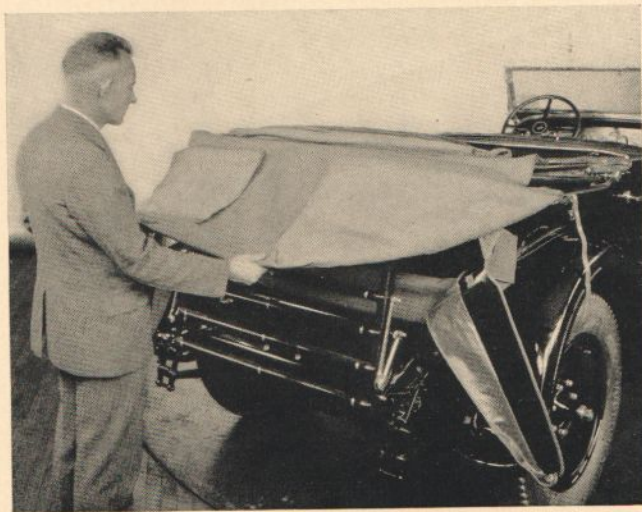
The proper procedure for lowering open car tops is given in the five views shown here.



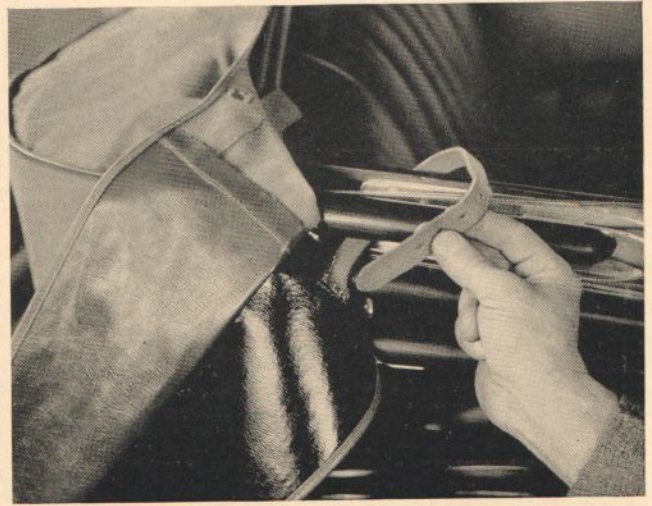
The first operation is to attach the boot and the second is to loosen the clamps at the windshield.



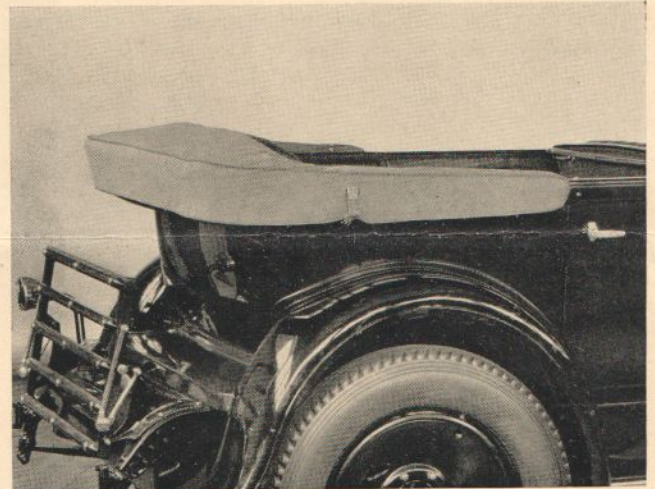
Next open the rear doors to prevent their being scratched then collapse the bows evenly and before folding back, fasten the stud at "A" into the hole at "B".



Pull the material out from between the bows toward the rear, folding it over as shown, then roll toward the car not too tightly in three oval shaped rolls.



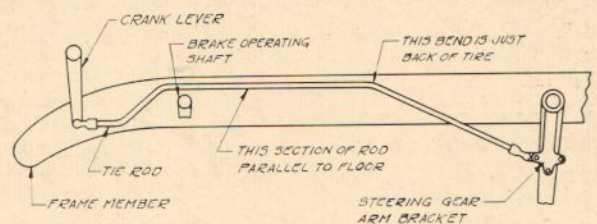
Slip the boot on and pass the hold down strap through the slot, as shown. Pass the strap under the top two bows back over the top of the bows and out through the same slot.



Pull the strap tight and buckle, snap all fasteners and the result will be as shown.

Installation of Pilot-Ray Lamp Rod

This sketch shows the proper way to bend the tie rod when installing the Pilot-Ray lamp. If after installing the front lock nut fastening the front rod end is loosened, the rod pushed slightly to one side and tightened, you will have taken an extra precaution to avoid any rattling and will have steadied the rod.



PILOT-RAY TIE ROD BENDING

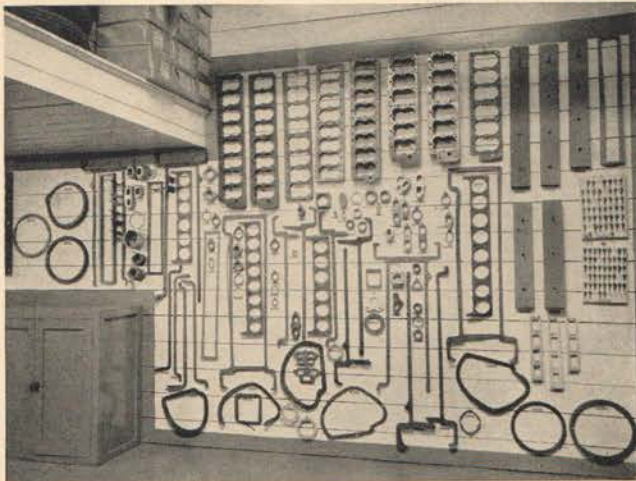
Parts Problems

These views of the Des Moines stock room are interesting for two reasons besides the fact that they show a very neat and orderly arrangement.



Good equipment means space well used.

The first reason for the special interest in these pictures is that they show the results of real cooperation between a distributor's stock room manager, in this case Mr. H. H. Smith, and the travelling stock auditor, Mr. H. A. Fahner, of the Service Department. Last year Mr. Fahner visited fifty-six stock rooms, ranging in area from six square feet up to nineteen thousand square feet. He has worked in small stock rooms; he has managed large ones and he has worked in the factory's parts department. His experience has fitted him to be of assistance in rearranging and reorganizing your present stock room, or in laying out a new one. His services are available to any distributor in the country and to dealers just as far as this can be made possible.



Wall space used to good advantage.

If you have any problems in your stock department, write the Editor of the Service Department. If we can't straighten things out by correspondence, we'll arrange to

have Mr. Fahner spend some time with you and you will find that he is not a "theoretical expert," but a man of actual and practical experience, who will be only too glad to cooperate with you and to help you with your parts problems.

The second reason for these pictures being of particular interest is the equipment which is used. It does take modern equipment to make a modern stock room; steel bin equipment is cheaper in the long run, there are several advantages in its use and we feel that our experience in this work can be made of value to you. If you are figuring on any new equipment for your parts room, we suggest that you write us about your plan and we will be only too glad to give you the assistance which our experience with bin equipment through Mr. Fahner coming in actual contact with the field has shown to be most practical and of most value

Arm Rest PA-433

Easily and securely slipped into place this new arm rest offered by the Accessory Division adds materially to the comfort of rear seat passengers. On those rare occasions



when it would not be used, it may be easily and quickly removed. Furnished in Laidlaw 1303 upholstery, it is priced to the customer at \$25.00 installed. Other upholstery at slightly higher prices.

New Accessory Items Announced

PA-1111 Tire mirrors of the same style and price as the regular tire mirror, but with special bands to properly fit metal tire covers.

PA-1112 Tire mirrors with offset mirrors, especially good for rear vision and with spotlights. Prices are the same as the regular mirror, PA-2011.

PA-1754 DeLuxe windshield wings for rear tonneau deck shield of seventh series sport phaetons. Priced the same as PA-1751 Deluxe windshield wings.

PA-1465 Woodlite Headlights—\$50.00 per pair attached.

PA-1466 Woodlite fender lamps—\$20.00 per pair attached.

PA-1387 Duplex Pilot Ray light—Two lights mounted on same spindle housing and operating together. List price \$65.00 attached.

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