



VOL. 5 NO. 3

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Loyalty

WHAT are some of the important things to consider in laying your plans for the New Year? Undoubtedly there are a lot of subjects which could well be covered under such a heading as this. We would hesitate to say what is the most important item under such a subject; it might be argued that mechanical ability in a Service Station is most important, it might be argued that customer satisfaction should head the list, or it might be argued that net profits should come at the top. But it seems to us that these things are more or less results and that as a foundation for such results, one of the most valuable things that any business can have is the loyalty of its employees.

This may sound rather "high hat" for a Service Station, but just run around this country for ten or fifteen years, being in constant touch with Service Stations of all kinds, sizes and types, and pick out the outstandingly good ones and you will find that their organization is built on this one thing.

Loyalty cannot be bought. It is not there necessarily when the organization is built. The men do not bring it with them. It is not like other things, built from the bottom up, it grows from the top, down. It starts in the boss's office and spreads to each department head and from there on down through the entire organization. It is necessary that the boss believe in his employees; he should praise their work when it is good, or above average and treat everyone fairly and squarely. This is the only way in which he can induce the whole organization to take a greater personal interest in the success of the individual department and the business as a whole.

One way to assist in the spreading of this feeling is through meetings. It is not enough to give certain duties to each employee, this alone does not build an organization. There must also be a spirit of fellowship and genuine interest in the business on the part of each person and one of the best ways to guide and increase this spirit is by holding meetings.

The size of the organization in no way controls the value derived from such meetings. They are just as

important in a small organization as in a large one. No meeting should be held without a portion of it being devoted to the development of "team spirit."

You may say that you do not have time for meetings, or that there is nothing to talk about when you do hold them, or that your men are not interested and do not attend regularly. There are three reasons for these conditions existing and three remedies. On the first point, you do have time, as the meetings need not be long. We have visited meetings held for half an hour during the noon hour; they were well attended by the shop and proved of great value. Some organizations use the first half, or three-quarters of an hour of some morning when work is rather slack and others hold a half to three-quarters of an hour meeting either in the evening or Saturday at noon.

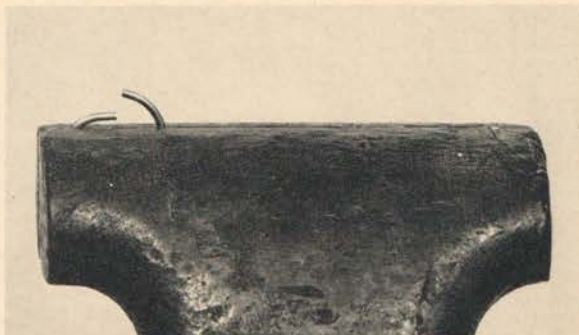
The second point doesn't hold water. You have all sorts of assistance in preparing a Service Meeting program. You have a Service Film practically every month, you have two issues of the Service Letter each month, you have sales educational material and you have problems which come up in the shop, which should be answered for the benefit of everyone. You have the subject of accessories, of handling customers; of handling the routine in the quickest way, of how to sell certain jobs to customers, on Service Sales work, short cuts in the shop, the use of special tools, inspection and diagnosis. And this is just a partial list. No, you cannot accept the excuse of no material for discussion.

Your men don't attend regularly, or don't seem interested. Either you haven't made the meeting interesting enough, or you have the wrong type of men. With an interesting meeting, in fact series of meetings, with the object in view of getting everyone to know a little more about his job and a little more about the next fellow's, you are gradually developing a spirit of "team work" in your organization, which in another sense of the word is called "Loyalty." It is upon the basis of Loyalty that any organization to be successful, must be built.

Don't Hope For Success ~ Try Hopping For It

Piston Pin Lock Wires

A change has been made in the piston pin lock wires in order to prevent end float of the pins themselves. The result is accomplished by bending the inner end of the lock wire so that when the wire is installed in the piston boss the end points toward the center of the piston, thus preventing the pin from moving endwise.



In the past a great many pins have been changed unnecessarily in order to correct pin noise. This noise is most noticeable when the motor is idling, and like most noises caused by excessive end float, it is irregular in its character. It seems to change from one cylinder to another, and can usually be changed, or even eliminated by jacking up the rear end of the car so that the motor lies in a horizontal line.

Changing the piston pins stops the noise only until the new pins have worn enough so that they float freely in the bushing and in the piston. The noise will then return, since it is caused simply by the end of the pin striking the lock wire. Changing the pin is unnecessary.



In correcting this noise the lock wires should be clamped in a vise as illustrated, and the inner end of the wire should then be bent away from its line, a distance equal to its own thickness. In holding the wire make sure that only the end is exposed so that in the bending its true circle will not be destroyed. Otherwise the wire will not fit snugly in the groove in the piston boss, and might possibly be dislodged by the pressure of the pin.

When replacing the lock wires it is, of course, essential that the free ends project inward toward the pin and not outward toward the cylinder wall. These ends should point in just far enough to keep the pins from moving endwise without being under any real pressure.

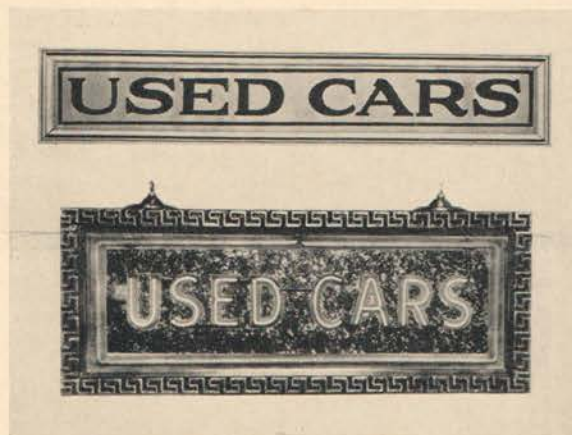
New type piston pin lock rings went into production with motor 329041 on the standard cars and motor 190525 on custom cars. We would suggest that whenever a motor is dis-assembled for any reason that in re-assembling the new type lock ring be used. This in-

stallation can be made by pushing the pistons up high enough to get at the pins. It is not necessary to completely remove the pistons from the block to install a lock ring.

Signs

Two signs are being carried by the Service Literature Department, designed as an assistance to the Used Car Department. The first sign shown is 7" x 37" and is of the sand blast type used for interior display, the lettering is red, the lighted border is green, the background of old gold and the frame of bronze finish. This is designated as P-12 Used Car Sign, it is designed with the same style letters as used in the P-12 sign, which has the word "Packard." They are particularly affective where two windows are available in the Used Car Department, or they may be used separately. They sell at \$12.00 each.

The second sign shown is of Neon Tube construction of the same size and style as CN-1. The wording "Used Cars" is in red and the border in blue, the background is a stippled affect and the frame of copper. On the back of the sign, the Packard slogan "Ask the man who owns one" appears in black. This is a very inexpensive sign



to operate and is very affective and being used inside the building, it is protected so that the upkeep is practically nothing. This sign is designated as CN-1 Used Car Sign and sells for \$98.00.

Additional signs are listed in the Packard Sales and Service Signs Catalog, which is available upon request.

Correction

In the Service Letter of December 15, Vol. 4, No. 24, a couple of mistakes were made on the back page. Our intentions were of the best, but we certainly feel that a correction should be made. The first hunter is not Tom Moore of Buenos Aires, who undoubtedly deserves some special mention for the work he is doing in that territory, however, the credit for being a good hunter in this instance should be given to John Moore of San Salvador.

The next picture is not of Lee Merrill of Portland, who has since written us that if we are going to classify him as a hunter, we are going to have to change from moose to "dears," anyway the second picture is of Fred Wever in Seattle. With these two changes you have the correct story.

Breaking in the Brakes

Almost every car owner knows that it is inadvisable to drive a new car at high speeds. It is necessary to drive at moderate speeds until the cylinders and pistons are properly "broken in," otherwise serious trouble may result.

The average person does not realize, however, that new brake lining should be treated in the same way. If the brakes on a new car are used very severely, both the drums and the lining are apt to become scored to such a degree that a satisfactory adjustment is impossible.

If on the other hand new brakes are used moderately for the first 1,000 miles the drums will become burnished and the high spots on the lining will be rubbed down so that severe applications will not cause any trouble.

Personal Mention

For our Personal Mention column in this issue, we have two worthy gentlemen from the East. On the left is Thomas J. McCue, Service Manager and on the right is E. C. Ochsenreiter, Branch Manager at Worcester. Tom's Packard history starts in 1918, as an expert in the Oil and Grease Department. He was soon promoted to a mechanic, from there to Assistant Shop Foreman,



T. J. McCUE,
Service Manager

E. C. OCHSENREITER,
Manager

then to General Foreman, and in 1928 was made Service Manager. The rest of the story concerns the smile on Tom's face, its there for two reasons. First, he likes his work and second, he sells accessories, so many accessories, in fact, that his commission check for the month of November amounted to just \$120.00. This is official dope received from C. E. Wyman, Accessory Manager in Boston.

We thank Charlie for sending in the information and we welcome Tom and his boss to the Service Letter.

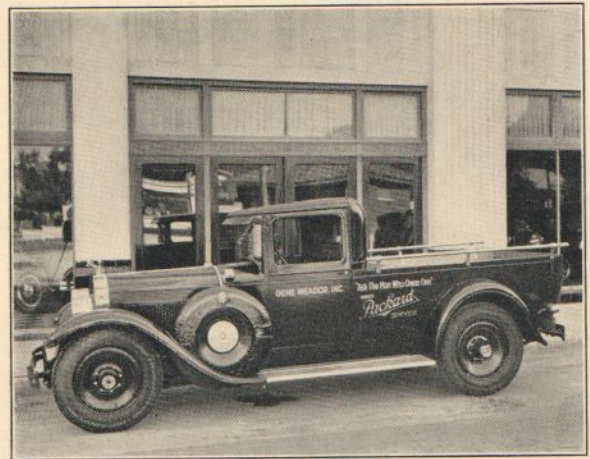
Dealer's Notice

Items listed in the Service Letters, which are sold through the Service Parts, or Service Literature Departments, should be ordered by dealers through their respective distributors. This facilitates shipment and billing.

Unless specific instructions concerning the credit on any item, where new designed parts are made available, the old parts should in no cases be returned, as no credit will be allowed. Be sure that any item is credible before going to the expense of returning it.

Houston Service Car

We received from Gene Meador this picture of his service car, standing in front of the Show Room. They use the Packard Slogan on the service car. Of course, before you do this, it would be well to make sure that you can safely "Ask the man who owns one" about your service. Its a good slogan and a good idea to put it on a service car, but lets be doubly sure that it is safe. There is no reason why it shouldn't be and with the right kind of cooperation of everybody connected with the Service Department, you can not only make it safe, but an actual boast.



Service Advertising

We show three folders issued by distributors on cold weather advice and especially priced operations.

In getting up any type of service mailing piece a great deal of thought should be given to the style and appearance as well as the composition, always keeping in mind



that the Packard owner, before buying his car, received an exceptionally high type of direct mail; and the standard used by the service department should not be such that it gives him the impression that now that he has spent his money the impression created is not important.

A Plan for Added Service Sales

The use of special selling methods bring results in other lines of business. They are well worth trying and if enough thought has been put into the preparation of the plan to be used, the results invariably are in added profits.

W. M. Woolf of Washington put into use a series of combination specially priced operations. He presented these to owners in an attractive appeal with the added advantage of convenience. He has been pleasantly surprised with the results and is continuing the plan. He has sent us his suggestion which we are reprinting—you may think of other combinations especially suitable for your territory at this time of the year. We think the plan is well worth some serious consideration—if you have a plan for getting more business, which is working out successfully, why not let others know about it?

We are offering a series of special combination operations for your Packard throughout February.

These combinations represent quite a saving in contrast to the regular prices charged for similar work during the other eleven months of the year.

To help you take advantage of this opportunity we will call for and deliver your car at no charge.

For your convenience and consideration we are attaching a list of these combinations.

Check and sign the combination you wish us to perform and give the list to our representative when he calls for your car.

REMEMBER—we call for and deliver back to you your car at no charge.

Very truly yours,

PACKARD-WASHINGTON
MOTOR CAR COMPANY

COMBINATION No. 1

\$3.65

Inspection	Adjust shackles
Clean distributor points	Test and water battery
Adjust fan belt	Inflate tires
Adjust timing chain	Tighten water pump packing
Adjust carburetor	

COMBINATION No. 2

\$7.15

Inspection	Adjust shackles
Clean distributor points	Adjust brakes
Adjust fan belt	Test and water battery
Adjust timing chain	Inflate tires
Adjust carburetor	Tighten water pump packing

COMBINATION No. 3

\$9.85

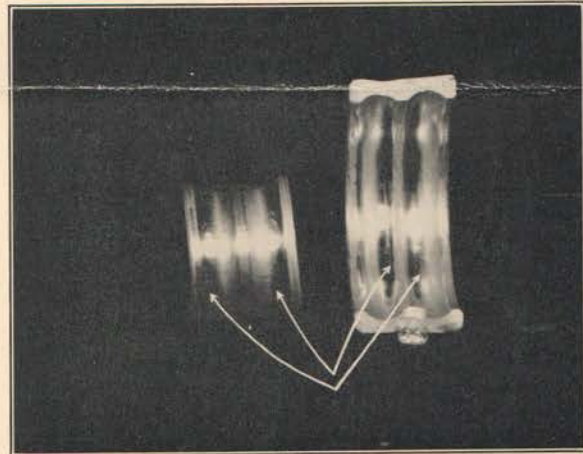
Inspection	Oil electrical equipment
Adjust brakes	Oil door locks and hinges
Fill chassis lubricator	Fill lubricator connectors
Fill universal joints	Tram front wheels
Level transmission and differential oil	Test and water battery
	Inflate tires

COMBINATION No. 4

\$23.30

Inspection	Adjust timing chain
Clean gas line	Clean and adjust spark plugs
Clean gas tank	Clean and adjust distributor points
Clean carburetor and adjust Clean vacuum tank	Set ignition timing
Tighten body bolts	Adjust valve tappets
Adjust front wheel bearings	Tighten cylinder head nuts
Adjust shackles, bolts and clips	Tighten cylinder base nuts
Adjust steering	Test and water battery
Test purolator cartridge	Inflate tires
Adjust fan belt	Tighten water pump packing

Pinion Bearings



The differential pinion bearings, parts 138920—Std. and 138908—Custom are specially designed bearings. In making replacements, for any reason, be sure and do not substitute with a double row ball bearing purchased on the outside, as such a bearing will not stand up in use. The Packard bearing, as you will notice from the illustration, is designed to take a thrust as well as the radial load. On the outer race at the right you will notice that the wear has occurred toward the center of the grooves and that on the inner race at the left, the wear has occurred toward the outside of the grooves, plainly indicating the characteristic of this bearing to take the end thrust. **DO NOT SUBSTITUTE FOR PART NUMBERS 138920 AND 138908 DIFFERENTIAL PINION BEARINGS.**

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