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An Idea for the Foreman

SUPERVISION AND TRAINING are two items which are becoming more important every day in service shops. In the past there has not been much connection between these two words. Generally speaking the first, or "supervision" seemed to belong to the shop foreman, while the matter of training seemed to belong to the service manager. This may be more or less true at the present time, but it seems to us that any supervision, which does not have in it the element of training, is not apt to produce much in the way of results.

The meaning of the word "training" is clear enough to all of us, except that many times we assume that orders take the place of training. Some take the attitude that the process of training can be accomplished by driving a lot of information *into* men, whereas the opposite is true. Our job of training is to *bring out* of a man what is already there and to make it clear.

"Supervision" likewise is often incompletely interpreted. The last part of the word itself means "to look," the first part means more than *over*, it means *over and above*. In other words, a supervisor at his best is appealing to the better impulses and motives of those who work with him. A supervisor, in developing his own loyalty, must at the same time develop the loyalty of his associates to something bigger than simply the cash returns on the job at hand. A further duty of a supervisor is to make sure that those in his charge understand thoroughly their duties and responsibilities.

You cannot cover these three points, as a supervisor, without carrying into your work the attitude of training. It is for this reason that we say

that these two jobs go hand in hand. In other words, the manager or foreman, who does the best job of training, will at the same time do the best job of supervising.

The other supervision motive, which is too often used, is that of fear. This method never developed a friendly cooperative spirit in any shop. The difficulty with this is that while a man may fear a certain condition, familiarity with that condition removes the fear from it. It is, therefore, necessary when using this type of supervision, to be continually hunting for new conditions with which to keep the idea of fear in front of a man. This brings about that very unsatisfactory condition where the foreman is required to be continually snooping in order to maintain his supervision on the level of the fear motive. This in time develops a decidedly unhealthy attitude and produces a most unpopular foreman.

The foreman, or supervisor, has the double duty of maintaining proper relationship not only with the men under his supervision, but with the management. His duty to the management requires that he act in the capacity of a translator, or interpreter of not only the desires, but the ideas of the management. The management of necessity looks to its foreman as the main channel through which it reaches the rank and file of its organization.

The foreman, or supervisor, who can properly interpret the management's ideas and requirements to those in his charge and can do this in a way to increase the value of each man to himself and to the company, through a process of training, will find his work more enjoyable and more profitable as time goes by.

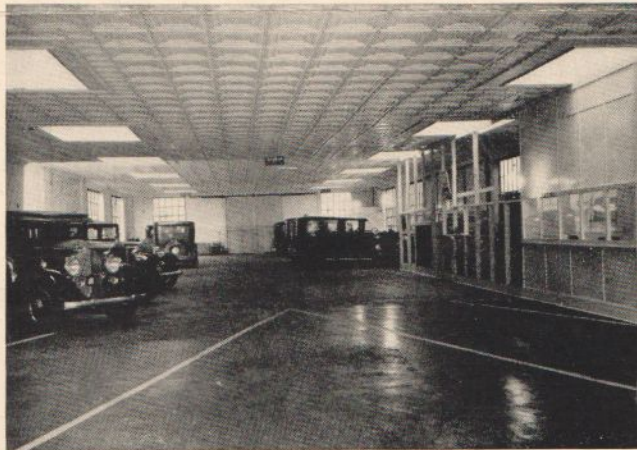
Packard in Little Rock

We are very glad to have some views from one of the newer members of the Packard Family. They show the exterior and interior of the new building in Little Rock, which is being operated as a branch of the Packard Memphis organization.

At the right is Mr. H. H. Burnett, formerly with the Jackson dealer and now General Manager at Little Rock. Next in charge of the Service Department is Mr. Bailey,



who was connected with the former Little Rock organization. Next to Mr. Bailey are other members of the service department who will assist in making Packard owners, in and around Little Rock, a most satisfied group of customers.



We are very glad to welcome this group to the Packard Service Family and to compliment them upon their exceptionally neat service facilities.

Balanced Connecting Rod Sets

The Service Stores Division is now carrying in stock sets of balanced connecting rods. These have been balanced to within one-eighth of an ounce and are carried under equipment numbers. While it is not necessary to install connecting rods in sets, there has been some demand for balanced sets of rods so that where a distributor or dealer wished to install them in this condition, these sets could be obtained.

With the exception of the sets used on the 443, 640 and 645, all of the rods used in these balanced sets are

of the Ninth Series type and the instructions for installing Ninth Series rods should be followed:

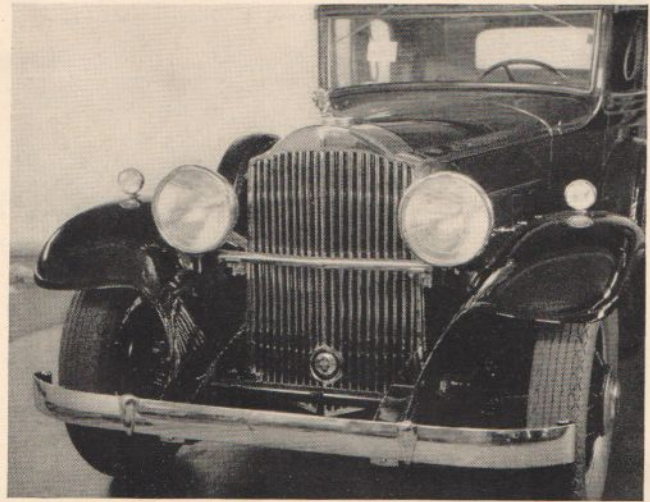
98017—Motor connecting rod equipment 443-640-645

98014—Motor connecting rod equipment 726-733-826-833-901-902

98015—Motor connecting rod equipment 626-633

98016—Motor connecting rod equipment 740-745-840-845-903-904

New! Radiator Screen



Millions of Empress Eugenie hats have been sold because they are "the style." Popular demand calls for something distinctly different in radiator screens and Packard responds with the new Vertical Bar Screen. While we expect to continue the basket weave and square mesh types, we urge you to display this new type in both the Service and New Car departments. It is for the Ninth Series car only. List price attached \$32.50.

Rubber Mats

For the next four or five months rubber mats (for either, or both front and rear compartments) will be a most useful, economic and convenient accessory. Packard rubber mats are exceptionally high grade, made and tested to withstand use and abuse and still look good. For their quality, they are cheap. We suggest you bring them to the attention of all owners regardless of the age of their car.

Radiator Core Life

Where a customer is doubtful as to whether or not he has obtained as much service from a radiator core as he should expect, the service salesman's reply should incorporate the following information:

The life of the core depends almost entirely upon whether the radiator is subjected to corrosive action. Since corrosive action develops from causes outside of our control, we cannot predict what the life of the radiator may be. In some cases corrosion develops from an electrolytic action set up in the presence of the salts of

magnesium and calcium. This in other words, is simply a hard water condition, which has existed for a great many years.

It has also been found that Prestone and glycerine, which are the best anti-freeze solutions on the market, will also cause corrosion under certain conditions. Corrosive action is most apt to develop at high temperatures, as it is caused by a breaking down of the chemical structure of the anti-freeze solution so that it is almost sure to be present when the motor has overheated for any reason.

The manufacturers of Prestone and of G. P. A. radiator glycerine are including a non-corrosive element in their solution this year. The trouble which the customer has encountered may have developed at some earlier period.

The Packard Company has taken the lead in studying methods of combating this trouble and for some time past has recommended the use of a soluble oil in the cooling system in order to minimize the corrosive effect.

Transmission Reverse Shifter Shaft Spring

In some cases it has been found advisable to increase the tension of the reverse shifter shaft plunger spring in order to prevent the transmission gears from jumping out of reverse.

Mr. G. K. Peets, Service Manager of the Cleveland Packard Company, has called our attention to the fact that this can be accomplished without removing the transmission.

The process is as follows—

Remove floor board.

Move shifter lever into low speed shifter rail and fasten to steering column.

Remove transmission cover.

Remove shifter rail cover.

Remove cap screw and washer from end of 2nd and reverse shifter rail.

Remove 3rd and high shifter fork clamp screw.

Remove 3rd and high plunger spring.

Move 3rd and high shifter rail forward and turn slightly to left.

Remove 2nd and reverse shifter fork clamp screw.

Push 2nd and reverse shifter rail forward and turn to left so as to pass clutch.

Remove 2nd and reverse plunger and plunger spring with magnet, replace with plunger and spring pc. 176888 and reverse operations.

Note: This work must be performed as listed otherwise trouble will be experienced with interlock balls at rear of shifter rails.

We are indebted to Mr. Peets for calling this to our attention.

Ignition Coils

An article appeared in Volume 5, No. 23, of the Service Letter indicating that there would be an exchange price quoted on the new style ignition coil. This coil is now carried in service stock under part 196851 and the prices are as follows:

Zone 1, \$7.00 Zone 2, \$7.35 Zone 3, \$8.15

The net credit allowed upon the return of the old Eighth and Ninth Series coil will be \$2.00.

The coils must be ordered complete, as we are not handling them less the lock and key. If you wish to

specify a certain lock number, it will be necessary for us to order it special, as we cannot carry a sufficient stock of coils under the various key numbers to accommodate such requests. It will, therefore, be more simple for you to change the switches than to attempt to obtain a coil with the correct key number.

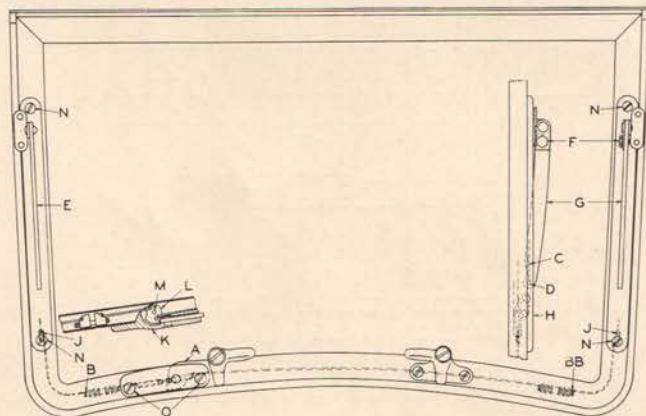
This exchange applies only to Eighth and Ninth Series cars.

Directions for Adjusting Windshield

If the shield drops down from the open position with the operating lever "A" in a horizontal position, remove the rubber from the left hand lower corner of the shield with a pair of pliers, insert a long thin screw driver through the rubber channel and turn screw "B" in an anti-clockwise direction. This lengthens the cable for controlling the locking mechanism on the left hand side of the shield and allows the locking plate "C" to press tighter against pin "D" which will prevent the adjusting arm "E" from slipping down. This adjustment is very sensitive and only a slight movement of screw "B" is necessary.

The adjustment for the locking mechanism on the right hand side is accomplished by removing the rubber from the right hand corner and turning screw "BB" in the same manner as we did for the adjustment of the left hand mechanism.

If, after adjusting the mechanism on both sides, you find that the ratchet plates on the two sides do not register together, loosen screw "F" and, with the locking mechanism on the left hand side in place, adjust the length of adjusting arm "G" until the right hand mechanism locks at the same time as the left side.



If the shield sticks in the open position and the mechanism will not release when the operating lever "A" is in the vertical position, proceed as above except that adjusting screws "B" and "BB" should be turned in a clockwise direction which shortens the cables and will cause the locking plate "C" to release pin "D."

If it is necessary to remove or replace the locking mechanism assembly "H," turn screw "B" or "BB" in an anti-clockwise direction to the end of the adjustment, remove screws "N" for holding the mechanism assembly to the frame and then unhook the cable at "J."

If necessary to remove or replace handle bracket assembly "K," turn screw "B" and "BB" in an anti-clockwise direction to the end of the adjustment, remove screws "O" for holding the bracket to the frame and it will be possible to remove the cable assembly "L" far enough from the windshield frame to knock out pin "M" which detaches handle bracket assembly "K."

Synchro-Mesh Transmission

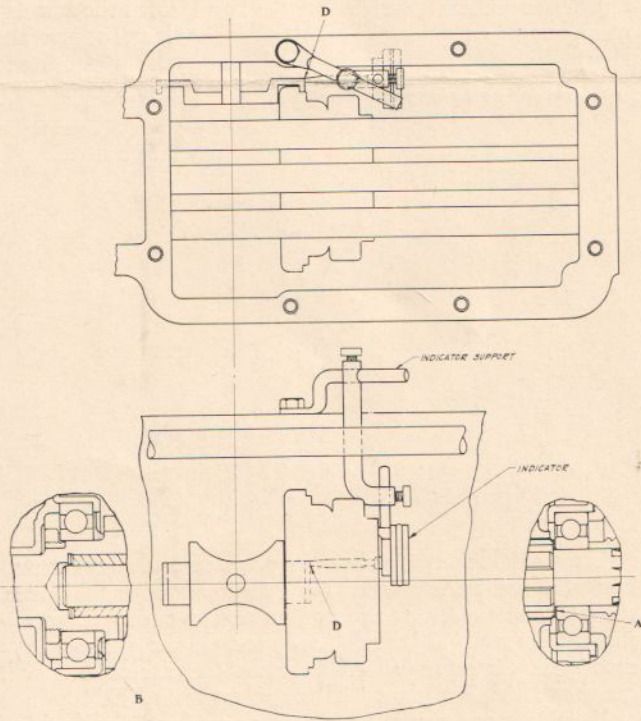
When dismantling or re-assembling a synchro-mesh transmission, the procedure is the same as used with one of the previous design except for the adjustment of the synchro-mesh brake and housing assembly.

Gears and synchro-mesh brake should always be replaced in the same spline from which they were removed, mark the parts and the splines so that you are sure about this. This is particularly true with the high speed gear, which has four machined slots and must slide into the synchro-mesh brake when in motion.

The brake shoes on high and third speed gears must be replaced on the same gear from which they were removed.

Do not clean the yoke and plungers (let oil remain), as it is not necessary to dismantle the yoke and plunger assembly when checking third or high speed gear brake shoe travel. See that the yoke is free and plungers filled with transmission oil.

If the synchro-mesh is to function properly, the brake shoe travel must be right. This travel is controlled by different sized shims. The third speed shim being at the rear drive shaft bearing, see illustration "A." The high speed brake shim is behind the clutch shaft bearing, see illustration "B." This shim is a combination of shim and shim.

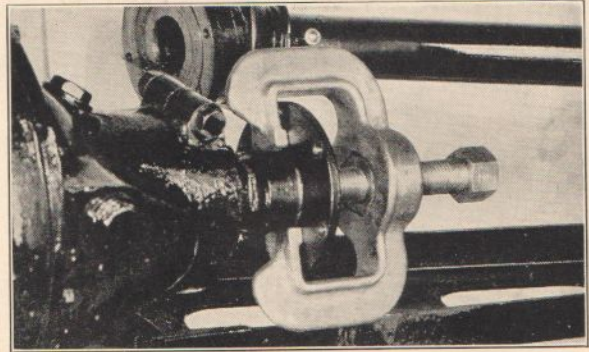


tor. First set indicator pointer against brake shoe, see illustration "D." The indicator support is bolted to the transmission, see illustration "C." Shifting the transmission lever into third speed position, the brake

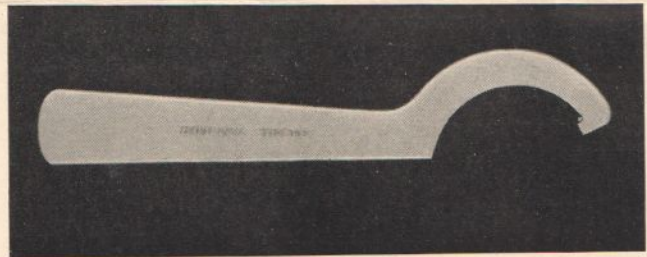
shoe travel, as registered on the indicator, should be .024+ or -.001. If the gauge reading is more than .024 plus or minus .001 add heavier shim. If the gauge reading is less than .024 plus or minus .001 use a lighter shim. Shifting into high speed the travel should be .018 + or -.001. If the gauge reading is more than .018 + or -.001 use heavier shim. If gauge reading is less than .018+ or -.001 use lighter shim.

When shifting into third or high speed position, the synchronizer clutch should engage with the cone just before the teeth engage and the synchronizer shoe should release. If this shoe drags too long, it will be impossible to engage the gears.

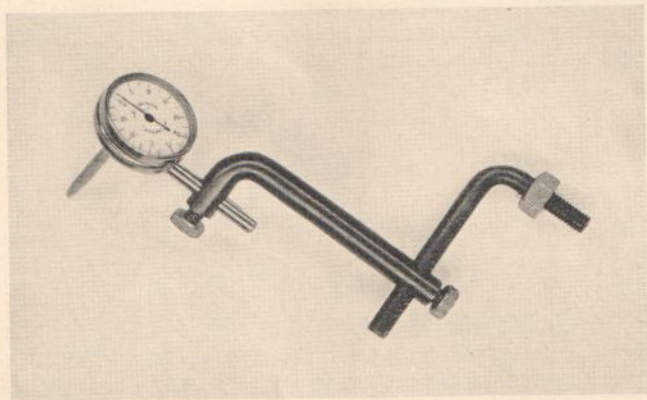
The special tools used are:



ST-124 FLANGE PULLER \$3.60 NET



ST-836 CLUTCH SHAFT NUT SPANNER WRENCH \$1.50



ST-837 SYNCHRO-MESH INDICATOR \$10.00

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