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Dealer 11  
July 30, 1946

To: REGIONS, ZONES AND DEALERS

Subject: VETERANS "ON THE JOB" AUTOMOTIVE TRAINING PROGRAM

In previous General Letters we have pointed out the many advantages to the Packard Dealer of participating in the Veterans "On the Job" Training Program.

This program not only affords the Packard Dealer an opportunity to obtain additional productive manpower for his service department but also provides the veteran with an opportunity to rehabilitate himself in a gainful occupation.

To further assist the Packard Dealer in taking advantage of this government sponsored program, we have prepared the attached outline of a program for "on the job" training of veterans.

This training program outline has been approved by the Michigan Facility of the Veterans Administration as meeting their requirements and it is likely that other regional branches of the Veterans Administration will also approve it.

This training course is available to all veterans of World War II who are qualified and approved by the Veterans Administration.

A very important feature of this program is that during the training period the government supplements the nominal earnings of the veteran as provided by law as long as he does satisfactory work.

The complete course is based on a two-year training period, during which time the veteran will cover all phases of automotive construction, operation, maintenance, and repair.

It is our belief that the total time recommended for each of the various operations is the minimum required to obtain the experience and automotive theory necessary to train the average person for this vocation.

Although there is a tendency in the automotive industry to have the serviceman specialize, we believe that the training must be thorough and complete including all the operations in the servicing of a motor vehicle so that the veteran will be able to understand the relationship of the various units to each other and their related operation.

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Packard

We urge all Packard Dealers and Service Managers to read the complete story of this training program, copy of which is attached. Packard Dealers interested in obtaining qualified veterans for training as Packard Servicemen should contact the nearest Veterans Administration Office and submit the attached or similar program for approval.

It is our sincere desire to cooperate wherever possible with the Veterans Administration and Packard Dealers to make sure that the Veterans employed are able to get the proper training. It is our belief that the veteran who completes this training will be of great value to the Packard Dealer since it is a vocation of his own choosing and receiving such complete training will encourage him to stay on the job.

The Service Department of the Packard Motor Car Company will do everything possible to further the progress of this training.

Very truly yours,



Karl M. Greiner  
Parts and Service Manager

PACKARD MOTOR CAR COMPANY  
TECHNICAL SERVICE SECTION

OUTLINE  
AUTOMOTIVE "ON THE JOB" TRAINING PROGRAM  
FOR WORLD WAR II VETERANS

INTRODUCTION

The attached two year Veterans "On the Job" Training Program outline has been prepared as a guide for Packard Dealers in training World War II veterans as automotive servicemen.

The government has passed laws which provide veterans with the opportunity of learning a trade and at the same time receiving financial assistance throughout the training period. The two laws which cover training of the veterans are:

1. Public Law 16 - 78th Congress; provides for training of vocationally handicapped veterans.
2. Public Law 346 - 78th Congress; provides training for veterans eligible under the G. I. Bill of Rights.

The Veterans Administration is responsible for administering the provisions of the Public Laws 16 and 346 relating to the rehabilitation and training of veterans.

This training program outline has been approved by the Michigan Facility of the Veterans Administration as meeting their requirements and it is likely that other regional branches of the Veterans Administration in other states will do the same.

This training is available to all veterans of World War II whose discharge or release from active service has been under conditions other than dishonorable and who are qualified and approved by the Veterans Administration. During the training period, the government supplements the nominal earnings of the veteran trainee as provided by law so long as he does satisfactory work.

The training course is a Dealer's program and is only suggested by the Packard Service Department to help the Packard Dealer establish and develop a training program that will be mutually beneficial to both the veteran serviceman and the Dealer. It provides the veteran with the necessary technical information and practical shop experience to become an efficient Packard Serviceman.

The training course consists of 4160 hours of practical "on the job" experience and 240 hours of classroom supplementary instruction, making a grand total of 4400 hours.

The training schedule is based on fifty-two weeks of five days each, per year, for two years. The days can be rearranged so that the trainee averages five days per week to allow for the holidays that occur during the week.

This training program is to be conducted in the Dealer's service department and may be adjusted and rearranged to fit into the daily routine of his shop operation. The veteran trainee will work as an assistant or helper to a skilled Packard Serviceman on any work that is available from day to day, for the first year of training. During this time the veteran trainee will gain knowledge and experience by observation, practice, and explanation by the skilled Packard Serviceman, whom the trainee is helping.

During the second year, the experience the trainee has gained and the ability he has developed, will permit him to work under the direct supervision of the shop foreman or service manager. Having the trainee work on the job by himself will permit him to gain experience and confidence in his own ability and to accept the responsibility for his workmanship.

Under the main subjects are listed supplementary literature manuals and books, which may be obtained from the manufacturers or local jobbers. Local vocational schools may be able to furnish additional technical information or schooling.

Study time for the supplementary literature and classroom work may occupy spare time evenings, or one-half day each week, if the shop works five and one-half days per week.

In addition, the trainee may gain further knowledge and ability by attending the Service Schools of the Field Service Training Program, which will average five to six schools per year.

The Packard Direct and Distributer Zone Service Personnel should co-operate with Packard Dealers in the training program by:

- a. Furnishing the Dealer publications such as: The Shop Manual, Lubrication Charts, Service Counselors, Packard Serviceman's Reference Booklets and Technical Charts.
- b. Assisting the Dealer in getting his Veterans "On The Job" Training Program organized and his establishment approved as a training facility.
- c. Keeping a record of the development and progress of the program for the Dealer and the Factory.

In order that the Packard Dealers may participate in this program, the following procedure is suggested:

1. The Packard Zone Parts and Service Manager should arrange to contact the manager of the Veterans Administration in each of the states in his Zone, with the suggestion that Veterans Administration men call on Packard Dealers. This procedure eliminates the necessity of each Dealer contacting the Veterans Administration individually.

2. The Dealer should contact the State Department of Education asking that his (the Dealer's) establishment be approved as a training facility under Public Law 346.

The two basic requirements of the establishment as a training facility are:

- a. An approved training program.
  - b. A graduated wage increase schedule for the veteran while in training.
3. The veteran will show his discharge and make application on Form 1950 to the Veterans Administration. When the application is approved, he receives Form 1953 which indicates the amount of time he is authorized to train with Veterans Administration subsidization. Accompanying the Form 1953 will be a Form VOR-3, which will be signed by the Dealer indicating the date the veteran starts training.

4. It should be remembered that no veteran can officially start training prior to the approval of both the training facility (Dealer) and his application. Therefore the veteran will receive government subsistence either from the date of approval of the training facility (Dealer) or the date of application, whichever is the latest.

5. When the veteran, who is qualified and approved by the Veterans Administration, expresses the desire to take training in a Packard Service Department, an interview is arranged between the veteran and Dealer. If after the interview the Dealer expresses desire to have the veteran train in his service department, the placement form is filled out and signed. The veteran may start training immediately.

The employer (Dealer) pays the veteran the starting rate approved by the Veterans Administration and/or the State Board of Education. The amount the veteran receives from the government as provided by law supplements the earnings received from the employer. The amount paid by the government decreases as the veteran becomes more proficient and receives more pay from the employer.

At the completion of the training period, the veteran receives the established rate paid to qualified Packard Servicemen in the dealership. The veteran can be given the top rate as soon as he is able to fully perform the job in the opinion of the foreman or service manager. The only limitation is that he must receive the established rate at the completion of the training period, at which time he should be qualified for the established rate.

The Veterans Administration will furnish tools to veterans in training under an approved program at a cost not to exceed \$100. These tools must be a kind or type not normally furnished by the establishment (Dealer) and upon completion of the training become the property of the veteran.

It is our belief that the total time recommended for each of the various operations is the minimum time required to obtain the experience and automotive theory necessary to train the average person for this vocation.

Inasmuch as the kind of work that comes into the service department changes day by day, it would be impossible to keep the trainee in one unit of training for the given period of time. Therefore it will be necessary to assign the trainee as an assistant or helper to a skilled Packard Serviceman on any work that is available from day to day during the first year.

In order that the trainee does not miss any of the training provided for in this program an operation schedule is provided which indicates the number of days training required on each operation.

The trainee's program should be checked periodically and the record of the number of days the trainee worked on each major operation be posted from the trainee's daily job sheet or repair order. This will give a clear indication of the trainee's progress.

During the training period, the Dealer will make a monthly report to the Veterans Administration showing the wages paid during the month, along with the instructor's monthly report on each veteran in training.

The veteran trainee will make out a weekly report on training and send it to the Veterans Administration.

PACKARD MOTOR CAR COMPANY  
TECHNICAL SERVICE SECTION  
OUTLINE  
AUTOMOTIVE "ON THE JOB" TRAINING PROGRAM  
FOR WORLD WAR II VETERANS

OPERATION GUIDE

	Weeks	Days	Hours
1. Lubrication	4	20	160
a. Chassis, fittings, types of lubricants.			
b. Steering, oils, greases, fittings.			
c. Transmission, differential, check, drain and refill.			
d. Universal joints and visual inspection.			
e. Courtesy service, battery water, tires, radiator.			
Supplementary Literature: Packard - Lubrication Chart Guide to Auto Lubrication - Chek Chart Automotive Lubrication - U. S. Army			
2. Chassis	4	20	160
a. Remove and install rear shock absorbers.			
b. Refill and recondition rear shock absorbers.			
c. Remove and install rear springs.			
d. Remove and install mufflers & tail pipes.			
e. Tighten bumper bolts, body bolts.			
Supplementary Literature: Packard - Shop Manual			
3. Wheels and Tires	2	10	80
a. Removal and installations of wheels.			
b. Repacking and adjusting front wheel bearings.			
c. Tires and tubes, mounting & repairs.			
Supplementary Literature: Tire Manual			
4. Rear Axle	9	45	360
a. Drive shafts & bearings, removal & installation.			
b. Differential carrier, removal & installation.			
c. Differential carrier, recondition.			
Supplementary Literature: Packard - Shop Manual			

	Weeks	Days	Hours
5. Brakes (Service and Hand Brake)	6	30	240
a. Adjusting and relining.			
b. Wheel cylinders master cylinders. recondition.			
c. Line repairs, replacement and bleeding.			
d. Adjust hand brake, cable repairs & lubrication.			
e. Power brake cylinder. adjustment & recondition.			
Supplementary Literature			
Packard - Shop Manual			
Bendix - Brake Manual			
6. Engine	25	125	1000
a. Removal and installation.			
b. Valve grinding, refacing & reseating.			
c. Piston pin fittings, connecting rod alignment.			
d. Cylinder bore reconditioning and fitting pistons.			
e. Piston ring fittin and installation.			
f. Crankshaft bearing and connecting rod bearing, replacement, crankshaft inspection.			
g. Timing chain inspection, replacement valve timing. Camshaft and bearing inspection.			
Supplementary Literature:			
1. Packard Shop Manual & Reference Booklet			
2. Perfect Circle - Service Manual			
3. Federal Mogul - Engine Bearing Service Manual			
4. Van Norman - Cylinder Reconditioning.			
5. Black & Decker - Valve Reconditioning Manual.			
7. Cooling and Oiling System	2	10	80
a. Radiator removal, repair and installation.			
b. Water pump reconditioning.			
c. Fan, thermostat, and hose servicing.			
d. Oil pump reconditioning.			
e. Oil filter, lines, and relief valve cleaning. and replacement.			
Supplementary Literature:			
Packard - Shop Manual			
Everready Prestone - Cooling System Manual			
8. Fuel and Exhaust Systems	8	40	320
a. Fuel tank and lines, removal, cleaning, repair and replacement.			
b. Fuel pump cleaning and reconditioning.			
c. Carburetor cleaning, recondition and adjustment, including climatic control.			



	Weeks	Days	Hours
11. Steering and Front End Suspension	10	50	400
a. Steering Gear - removal, reconditioning, and installation.			
b. Front suspension - replacement, rebushing, reconditioning and alignment.			
c. Front Springs - removal and installation.			
d. Front shock absorbers - removal, reconditioning and installation.			
e. Steering Geometry - caster, camber & toe in.			
f. Wheels - static and dynamic balancing.			
Supplementary Literature:			
Packard - Shop Manual			
Bean - Steering & Wheel Alignment Manual			
Bear - Wheel & Axle Alignment Manual			
12. Frame and Axle Straightening	3	15	120
a. Frame and axle straightening.			
b. Welding and soldering.			
c. Care of welding equipment.			
13. Body and Sheet Metal	6	30	240
a. Hood - removal, installation, alignment.			
b. Radiator - removal and installation.			
c. Fenders - removal and installation.			
d. Doors - alignment and adjustment.			
e. Door Locks - care and repair.			
f. Glass - installation and sealing.			
g. Upholstery - care and cleaning.			
h. Body mounting on frame - removal and installation.			
i. Elimination of body noises and rattles.			
Total "On The Job" Time	104	520	4160
Class Room and Study Hours - 1st Year			160
Class Room and Study Hours - 2nd Year			80
Total Course Hours			<hr/> 4400