

## Linotype Service Engineers

Field proxies for the Brooklyn Factory when they erect machines—field deputies for the whole sales organization when they maintain machines and scout out plant conditions

### The Meaning of the Title

JOB CLASSIFICATIONS are important in these highly engineered days. Back in the 1941–1945 chapter of the continuing World War, two classifications of Linotype men in the field became decidedly valuable. Restrictions on automobile travel were applied to thousands of men in various lines who were defined as “traveling salesmen” or “traveling machinists.” But Linotype, supported by vitally interested publishers and master printers, established two classifications that were generally recognized by ration boards as wholly essential and entitled to gasoline and tires for travel. In the continuing atmosphere of a war-economy we must recognize the importance to our customers as well as to our Company of the two groups of men who are out on our firing lines—the Linotype Production Engineers and the Linotype Service Engineers. The Production men are expert in their knowledge of types and machine equipment as factors in printing plant production. The Service Engineers help keep plants running with their knowledge of the machines’ construction and maintenance.

In this Manual, whose first purpose is to aid the Linotype Production Engineer, it is proper to recognize the direct relationship of the Service Engineer as a field representative of his Company.

The casual language of our industry calls them “machinists,” “erectors,” and “servicemen.” Our own internal reports and correspondence use all these names for a group of men whose daily doings are woven all through our field activities. Our Service Engineers are of equal importance with our sales representatives in maintaining our trade relationships.

### Functions of the Service Engineer

THROUGHOUT the trade, our Company’s Service Engineers are regarded as experts on mechanical matters—their advice and opinion are considered as final authority. This degree of respect and esteem carries its own obligations for the rules of the game.

Briefly, the duties of a Service Engineer are summarized thus:

1. He erects and tests new Linotypes.
2. He adjusts, overhauls and repairs Linotypes in use.
3. He instructs our customers and their employees in the care, adjustment and operating routine of Linotypes.
4. He sells parts, supplies, and matrices.
5. He is alert to possibilities for machine sales and reports them to his Agency or sales representative.
6. He notes new developments or improvements and reports them to his Agency.
7. He participates in mechanical programs at trade meetings.
8. In all these activities he builds good will for his Company and for the sales representative who regularly covers the territory.

The Service Engineer gets his assignments from the Sales-Service Department of his Agency. Through that department pass the details of shipments of new machines to be erected, as well as the correspondence, wires, or phone calls from customers who need Machine Service. For the proper routing of servicemen it is naturally vital that the Agency shall know, at all times, the whereabouts and activities of each man. So the Service Engineer has his paper-work, too. Filling his intervals between assignments is a general activity of sales cooperation, as explained later. Now let’s look at the details of his principal duties.

**1). Erect and Test New Linotypes** The Service Engineer, as machine erector, assembles each new Linotype in the customer’s plant, according to Factory

standards. He thoroughly tests the new machine and turns it over to the customer in proper operating condition. Should any difficulty be encountered in making the equipment function as intended or desired by the customer, the erector is to immediately inform the Agency or the sales representative in that territory (whichever may constitute the quickest action), particularly on questions of matrices or mold equipment which might involve a change from specifications. Above all, erectors must avoid questioning why any item or style of equipment was ordered, or suggesting that the customer should have had something else. If any such doubt arises, the Agency or the salesman must first be consulted. To question the customer might cause loss of faith in our sales representative—and usually there is some good reason for factors which might, at first glance, appear irregular.

An erector is not to leave an installation until he is reasonably certain the machine will continue to function to the customer's satisfaction. This should include actual production by the new machine for a shift or two. Only emergency conditions should make any exception to this requirement.

The erector is to instruct the plant machinist or machinist-operator in the care and adjustment of the new Linotype, particularly explaining in detail any new features or attachments. He is also to instruct in its operation to the extent that his knowledge of printing and typesetting may permit, and within reasonable limits. He is not expected to serve as a field instructor in keyboard operation for days at a time.

Our policy is to provide, without charge to the customer, at least one "call-back" on each new Linotype installation, usually within a few weeks, to check on the operation and again go over adjustments and to give additional instruction if needed. Assignments for call-backs are made by the Sales-Service Department. However, servicemen should call at plants where recent installations have been made, if they happen to be in that town or vicinity, without waiting for specific instructions and if time and circumstances permit. It is of paramount importance that our new machines operate satisfactorily.

**2). Overhauls and Repair Jobs** When not erecting new Linotypes, our Service Engineers are available for repair work on machines in customers' plants, at rates established by the Company. This may be emergency work, adjustment, repair, overhaul, modernization, or an inspection to make up an order for replacement parts needed. Such work is normally done on a charge basis, with the customer's authorization.

The Service Engineer is to solicit such work, when he has time available, and salesmen are likewise to round up such work when they know the serviceman's time may be available. However, servicemen must

avoid working up a proposition for the extensive overhaul of an old machine unless they know whether the salesman calling on this plant is trying to replace the old machine with a new Linotype. Frequently a plant owner may ask the serviceman for an estimate on the cost of reconditioning an old machine as a guide to the decision on its replacement. To avoid any crossed wires under such conditions, the serviceman avoids presenting a final quotation until he has made contact with the Agency or the salesman.

**3). The Instruction of Customers and Their Employees** This subject has been discussed as it applies to new Linotypes. But the advice of our servicemen is constantly sought by publishers, printers, and plant machinists. Because our men are so highly regarded as experts in this field, their advice must be the more carefully guarded, and held within Company policy and established procedure. Our men have usually found it better to tell a plant maintenance man how to do something than to do it for him, unless it happens that chargeable work is in process. It is the Company's policy that our field men, in all activities, shall "share their knowledge" to the extent that may be consistent with time, expense and circumstances. We do not desire to give away servicemen's time—yet we do not wish to be accused of refusing to furnish reasonable information to our customers.

**4). Selling Parts, Supplies, and Matrices** In their contacts with plant personnel, the Service Engineers have many opportunities to obtain orders for needed parts and matrices. They can often point out requirements that the salesman might miss. Such orders are to be sought—and, when not on Agency assignment, the visiting of plants and inspection of machines to obtain such orders is an important duty. While it is wise to cooperate with the regular salesman in the territory, to avoid duplication of expense and effort in any extensive canvassing of plants, the Service Engineer should not hesitate to visit any Linotype or Intertype user to obtain orders for needed material. Such progress as has been made in recent years by the independent or "bootleg" manufacturers of Linotype parts can be largely attributed to the efforts of free-lance machinists who use their parts. We expect a more concentrated sales effort by our servicemen to help substantially in regaining this business.

**5). Prospective Machine Sales** It frequently happens that a Service Engineer's contacts with plant personnel uncover a possibility for a machine sale that may not yet be known to the salesman. The serviceman is not expected to handle the details and paperwork of a machine sale, but he often can render extremely valuable assistance. Thus any such situation calls for prompt

advices to the Agency, and to the salesman, and for careful maneuvering to build up a double play that will close the order.

**6). To Note New Developments** The Service Engineer's knowledge of machines and his contacts with plant personnel give him a special advantage in watching for new developments and new ideas bearing on our products. Many of the features of new Linotypes today stem from advices and suggestions from servicemen in the field. An immediate report should be made to the Agency covering any new device, attachment, or improvement encountered either in finished form or as a tangible idea. Similarly any sources of dissatisfaction should be reported—they are equally important in the maintenance of sound trade relations.

It is well to repeat here the assurance of protection for new ideas which the Service Engineer may give to any inventor he may encounter. A signed and dated sketch and description, with similar signature of a witness, provide ample protection in advance of any patent action. Such a presentation of a new idea may be sent, preferably by the inventor direct to the Company in Brooklyn, with the most complete assurance of protection of the inventor's rights. The Company welcomes ideas and is always prepared to pay suitably for them.

But, it often happens, with the world-wide use of Linotypes, that two men on opposite sides of the globe may hit upon the same idea, and sometimes simultaneously. So the Company's patent department makes the most careful searches and check-ups to be certain of the status of any invention. This procedure safeguards both the Company and the inventor, although it may occasionally lead to disappointments. When our field representatives, either in sales or service, encounter a suspicious inventor, who is sure that any big corporation will steal his stuff unscrupulously, it is sometimes reassuring to repeat the foregoing policy. The Company has always dealt honorably with inventors.

**7). Technical Programs** With the increasing popularity of mechanical conferences, Linotype Service Engineers are often called upon, either to answer mechanical questions or to talk on some related subject. These occasions make no demand for the set fireworks of prepared speeches. The flavor of "shop talk" is much to be preferred and these activities are most valuable in the building of friendships and wider acquaintanceships.

**8). Good Will** Rarely is it necessary to remind a Service Engineer that he shares the salesman's responsibility for that priceless commodity in business relationships that we call Good Will. The men on the firing line are the Linotype Company in the minds of their customers. Their actions may gain or lose a customer for the most casual reason.

When a customer complains, due sympathy is in order, even when the customer is obviously wrong. Then discussion can follow, with such effort toward settlement of the complaint as its nature and Company policy may permit. When necessary, a complaint is to be referred back to the Agency, but not to "pass the buck" if known policy establishes a basis for immediate action. The sure road to the loss of a customer is to let him feel he is right in a contention when the established policy of the Company must inevitably rule against him.

Service Engineers can do much to build good will by being diplomatic, sympathetic, giving assistance where needed, being willing to share their knowledge and by making friends with plant personnel and executives. Friendly help for the man who doesn't know earns his gratitude when even the hint of contempt for his ignorance makes an enemy.

The Company's business with any customer is confidential. Gossip about plants, about others' equipment or labor problems may defeat good will quickly. A good listener holds respect that is denied to a chatterer.

In the erection of a machine, it may happen that some error may appear, either in equipment or in manufacture, in spite of the systems of inspection and tests that are used at Brooklyn. The serviceman who is also a diplomat meets such a problem quietly and without comment if possible. He avoids discussing the situation and takes the necessary steps to meet it without publicity. (But there are no restrictions on cutting loose in his report to the Agency!)

## Records and Reports

FOR THE TRANSMITTAL of information that cannot be collected and made available to those who need it in any other way, the Service Engineer must make routine and systematic reports. They must go to the Agency promptly and must be neat, legible, and complete.

With the varied activities of service, travel, and sundry duties, the Agency does not require an accounting for every minute of the day. But precise accuracy is essential on time and expenses that must be charged to customers.

In all this routine of reports the number one "must" is that the Agency shall always know just where each Service Engineer can be reached within a reasonable time. The handling of emergencies may mean the loss or the gaining of a customer.

And when the new Service Engineer, for whom these comments on his duties have been prepared, can sit of an evening in the room of a veteran, he will learn in such a "chapel meeting" that the foregoing pages barely sketch the different aspects of his job. He will discover some of the variety and spice and adventure that make his job among the most interesting of all the Linotype activities.

The first section of the report discusses the general situation of the country and the progress of the work done during the year. It also mentions the various committees and their work.

The second section deals with the financial position of the organization and the various sources of income. It also mentions the various expenses and the balance sheet.

### Financial and Reports

The third section discusses the various reports and documents that have been prepared during the year. It also mentions the various committees and their work.

The fourth section discusses the various activities and projects that have been carried out during the year. It also mentions the various committees and their work.

The fifth section discusses the various activities and projects that have been carried out during the year. It also mentions the various committees and their work.

The sixth section discusses the various reports and documents that have been prepared during the year. It also mentions the various committees and their work.

The seventh section discusses the various activities and projects that have been carried out during the year. It also mentions the various committees and their work.

The eighth section discusses the various reports and documents that have been prepared during the year. It also mentions the various committees and their work.