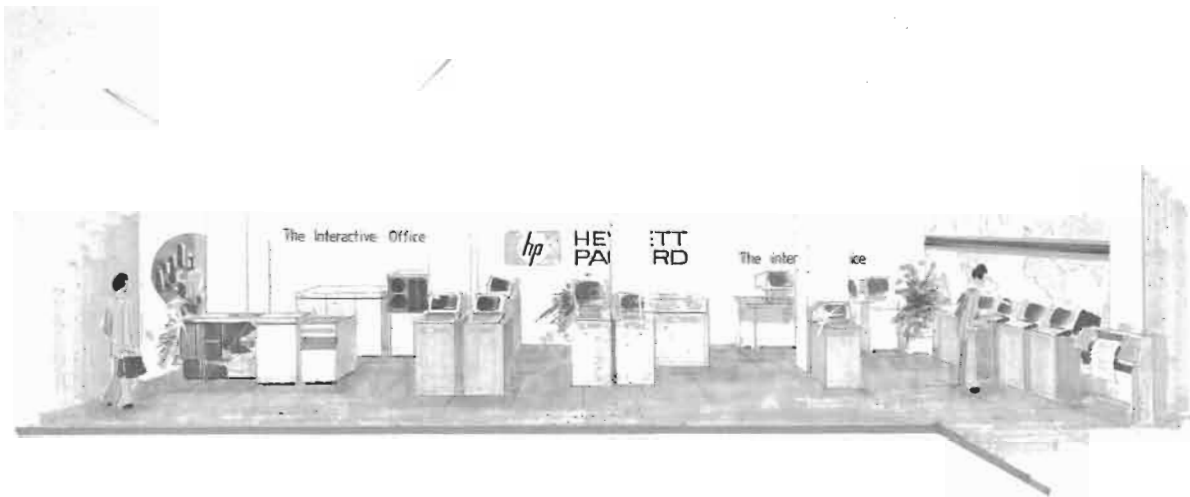


depth

No. 4 May 1982

Biggest Promotion Yet for HP Australia



Productivity 82, planned for April 26-29 in Melbourne and May 4-6 in Sydney, was the most ambitious promotion yet of HP Australia.

Its specific objectives were to:

- Generally raise awareness of HP as a supplier of a broad range of computer hardware, software and solutions which connect into networks including instruments and hand-held devices.
- Generate sales contacts.
- Heighten enthusiasm of current prospects for HP as a company, which they might wish to do business with, and for our products as a long-term solution of their needs; turning prospects into orders.
- Open up new areas which HP has not previously penetrated in Australia, leading to further growth over the next two years. (See Page 3) ■

FOR AUSTRALIAN AND NEW ZEALAND STAFF AND FAMILIES OF HEWLETT-PACKARD



The HP Way

From the start Bill Hewlett and Dave Packard were convinced that men and women wanted to do a good creative job, and if they were provided with the proper environment they would do so.

They started a tradition of treating each individual with consideration and respect and of recognising personal achievement.

There have been great changes in the size and scope of HP's operations and society too has changed. Yet The HP Way has met all tests and I am sure it will remain the basis of our future success.

The challenge now is not to find a replacement for The HP Way but to constantly study and understand the philosophy behind it and to apply it to changing conditions.

Wherever HP people meet, at whatever level, The HP Way tops agendas. The Open Line survey in America, our own mini-survey last year and the Albury managers' conference established that The HP Way was as relevant as ever. It just had to be understood and applied.

The HP Way is not the most efficient way to run a business if you look at it only in the short term. It does involve a lot of person-to-person communication. Management By Objective takes more effort than management by directive.

A manager can shoot off a memo that seems to settle some problem in much less time than it takes to talk it out with members of his team.

It also takes conscious planning and energy to help someone analyse a problem themselves, consider options and make their own decisions. Even if mistakes are sometimes made, all of us are more likely to learn from them than if decision-making is always made at higher levels.

Even with short-term disadvantages, there is abundant proof that The HP Way wins out in the long term. Investment in this kind of thinking has paid impressive dividends throughout the company's history.

The major challenge is that The HP Way is not allowed to lapse or weaken because of day-to-day pressures brought about by growth and change.

DAVID BOOKER

Feb/Mar Transfers

Anne Collins, Secretary/CSG to Service Co-ordinator (Adelaide).

Wayne Meikle, Customer Engineer (Wellington) to Customer Engineer (Auckland).

Denise Matthews, Receptionist/Op Typist to Secretary/PCP (Wellington).

Dave Reddy, Operations Supervisor/EDP to Sth Commercial Services Manager (Melbourne).

Sandra Cartwright, Trainee Secretary/Admin to Order Clerk/Comm Services (Sydney).

Mary Lam, Secretary/Instruments under John Antonello to Secretary/Instruments under Gray Morgan/Hans Bels (Melbourne).

Robert Underhill, CE Support Manager to Staff CE (Melbourne).

Dave Morel, Systems Engineer to SE District Manager (Auckland)

Newcomers

Twenty College Hires; and:
Robert Carmichael, Sales Representative/CSG (Melbourne).

Penny McClelland, Secretary/CSG (Brisbane).

K Kumar, Customer Engineer (Melbourne).

Simon Molloy, Systems Engineer (NZ).

Diane Quirk, Op Co-ordinator (NZ).

Alison Teed, Secretary/Admin (Melbourne).

Joanne Drew, Secretary/CEO (Melbourne).

Mike Lee, Warehouse Person (Melbourne).

Susan Millar, Import/Export Clerk/Admin (NZ).

Susan Thompson, Clerk/Order Processing (Sydney).

Sandra Doudy, Secretary/CSG (Adelaide).

Amanda Moxey, Secretary/Instruments (Sydney).

Deborah Kermode, Receptionist/Typist (NZ).

Ashley Henwood, Service Technician/PCG (Melbourne).

Bob MacDonald, Warehouse Person/Import-Export (Sydney).

Richard Pike, Import/Export Co-ordinator (Melbourne).

Elfrieda Kitney, Clerk/Admin (Sydney). ■

Hotfoot Ian

Ian Murray, Field Engineer in Perth office, achieved his year's quota before the first quarter was out. Last report was that he was more than 110 per cent over.

It indicates that he set a fast pace and shows how hard he and his secretary, Glen Taylor, worked.

A major sale was the instrument component of a very large order for a communication surveillance system for the State Electricity Commission of Western Australia. Also, Ian squeezed in a trip to Indonesia just before Christmas and got a significant order for a Distance Measuring System. ■



● Ian . . . sitting still just long enough to be photographed.

Where It's Happening

Brisbane Service Department is doing its bit to populate Queensland. Chief contributors recently have been Archie Speirs and Ray LeNevez, with some help, of course, from wives Katrina and Marilyn.

Production control was spot on: both were boys and weight was identical at 3.3 kg (7 lb 3 oz)

Cigar smoke has cleared and everyone is breathing freely again but here it is for the record:

● Richard Thomas, son of Archie and Katrina Speirs, born March 4.

● Allan Raymond, son of Ray and Marilyn LeNevez, born March 9. ■

HP Computer Museum
www.hpmuseum.net

For research and education purposes only.

From Scotland Yard to HP

Cop Shop and Matlock are TV sagas that **Anne Collins**, Services Co-ordinator in Adelaide office, treats with amused tolerance.

As a former clerical officer with Special Operations at Scotland Yard, she has known the real thing, although reticent about recounting her experiences.

Anne's husband, Barry, is a forensic geologist; daughter Fleur, 18, is studying psychology at Flinders University and son Paul, 16, has joined the RAAF as an apprentice.

Both Anne and Barry are community-minded. He has been active with the Country Fire Service; she helps with fund-raising for charities and teaches English to migrants.

"I was very pleased when I joined HP three years ago to find it had a positive attitude to citizenship," she says.

Anne's pupils have been an Italian woman (taught enough to go shopping on her own), a Sri Lankan and a Chinese woman, one of the Vietnam boat people.

"There is a great need; if everyone did just a little it would lighten the load all round," she says.

Anne was Secretary to Computer Systems Group until **Helen Evans** took leave to go overseas and she took over her job.

When Depth looked in at the Adelaide office, Anne (right in the picture) was teaching her old duties to HP-employee of only two hours, **Sandra Doudy**. ■

Productivity 82

The theme developed for Productivity 82 was:

- "See more than 35 new computer products and learn how they can solve your productivity problems.
- "Now you can improve business productivity with HP's cost-effective Interactive Office and computer systems."

The United States promotion late last year was a model but the Sydney and Melbourne displays were not slavish copies. Characteristics unique to the Australian market were carefully considered.



The major release was the HP2680 Laser Printer System for Peripheral Group, supported by **Bill Murphy**, Peripheral Group Marketing Manager and the most senior manager to attend.

Ron Juve, On-Line Customer Engineering Support, was also present. He installed all the early HP2680s in Europe and trained our CEs and Tech Support Engineer **Phil Hunt**.

Others who came to help were:

Joe Schoendorf, Data Systems Division Marketing Manager;

Ed Brumit, Sales Development Engineer; and

Bob Bond, Commercial Systems Division Marketing Manager.

Melbourne's venue was the old and graceful Dorchester in Alexandra Gardens, from April 27 to 29. Sydney's venue, from May 4 to 6, was the handsome modern Masonic Centre in Castlereagh St.

These venues supplied approximately 300 sq m of display space, seminar room and catering facilities all under one roof.

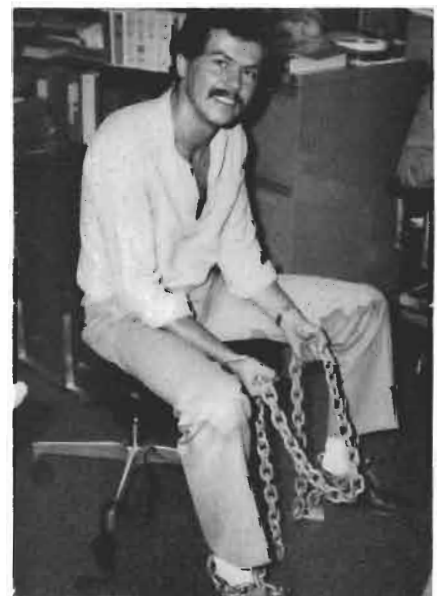
David Booker hosted a Managing Directors' Dinner with Bill Murphy speaking on "The HP Way - how HP managed to double its size three times in the past decade."

An Official Opening Cocktail Party for customer prospects, lunches on the first and last days and a press conference were planned for each city.

A special session was included for HP staff and families, with balloons and sweets for the children. ■

Friends at Sydney office gave **Jurgen Horhann**, Customer Engineer with Computer Systems Group, a foretaste of the life to come.

But although padlocked in chains, Jurgen could not be dissuaded. He went ahead with plans to take six months' leave of absence and to be married in Germany in January. ■



● To Germany to wed

Moving Mail

Even amid the electronic wizardry of a company like HP, there is call for human minds and old-fashioned hands and feet.

Isobel Sinclair's Joseph St mailroom is one such place - mind to master many duties, hands to tear telexes and steer letters to the next suburb or around the world, and feet to deliver direct to desks.

Isobel sends all office telexes, averaging about 20 a day. Several hundred letters and packages arrive each morning for sorting and it takes two hours to frank the outgoing mail. A few hundred Comgrams also need shuffling into pigeon holes.

The Xerox 9400 copier - king of the range - is a hungry servant, requiring frequent restocking of paper. In busy times when manuals are being printed it reels off 10,000 to 14,000 sheets a shift, collating automatically. But then they require manual handling before stapling or binding.

Each morning Rex Reynolds, who shares his time between Warehouse and Stationery, collects the air bags which come in from the USA, New Zealand and interstate; also local mail from the post office. In the afternoon he reverses tracks with the outgoing mail.

Rex has been eight years with HP. A widower, he lives at Nunawading and his relaxation is gardening and golf at Ringwood.

● Isobel . . . new country, same boss



● Mailman Rex

He has a married son, Graham, and a daughter, Diana.

Isobel has lost none of her delightful highland accent; you could be excused for mistaking the mailroom for a Scottish enclave where an Australian voice is an intrusion politely tolerated.

Isobel worked nine years assembling instruments at the South Queensferry plant near Edinburgh. She lives with builder husband Barry at Hawthorn.

A South Queensferry colleague also at Blackburn is Dave Reddy, Computer Op Supervisor. He started at South Queensferry in June 1964 and with HP Australia in July 1981. ■

HP Donation

Nineteen-year-old student Stewart Kewish, has won the Hewlett-Packard Award at Warrnambool Institute of Advanced Education.

He received maximum marks for all five assignments in mathematics requiring use of the Institute's HP3000 computer. He had to learn the fundamentals of Basic and Fortran.

Stewart is regarded as an outstanding student. He completed second year towards a bachelor's degree in applied science with four distinctions and two credits.

David Booker went to Warrnambool to present his prize of an HP41.

WIAE's EDP manager, John Clark, said it was policy for all students to get experience with computers - humanities and social sciences students as well as those in business and science faculties.

David commended WIAE, saying: "Modern generation computers are being designed for use by people without specialist EDP training. Graduates in virtually every discipline will increasingly work in an environment where computers are an integral part of the operation.

"Educationists will need to recognise this and respond."

WIAE is one of many institutions using HP computer systems for teaching and administration. ■

Awards

Two Staff Engineers with Computer Systems Group, recruited as College Hires from Monash University this year, have won awards from the Melbourne-based software systems company, Computer Power Pty Ltd.

Glenda Patterson received hers for work on a job control language for an experimental machine.

Stephen Guthrie wrote a Rubic's Cube program which provided a three-dimensional color graph representation of moves required for a solution. ■



● Glenda and Stephen . . . both winners

Citizenship

Sharing community responsibilities is a commitment that HP accepts as a company. It is called 'being a good citizen'.

Staff are encouraged to take part in community affairs, although without compulsion.

It would be interesting to know if HP people are more community-minded than other citizens, given the company's example.

Certainly one stumbles upon all sorts of good deeds. Those doing them seem surprised when people notice and are interested.

Marlene Castrique, secretary to Adelaide Manager John Williams, is one. In a pleasant talk at her desk recently, she said there wasn't anything unusual about her that Depth readers would want to know. Then after half-an-hour she let slip a deep involvement with Birthright.

Marlene knows the problems of bringing up a family single-handed. Birthright helps such people, in difficulties caused by bereavement, separation, divorce or being an unmarried mother.



Marlene . . . a caring person.

Marlene had a marriage breakup and set about rearing five children. Friends and workmates admire the quiet success she has made of it.

Sue, 25, is a student at the Australian Film and Television School and was home for the Adelaide Festival, where she had a filming assignment.

Those Melbourne Pranksters

Some strange people have been seen fraternising lately at Blackburn.

Sandra Bateman, Staff Sales Rep with Computer Systems Group, had a visit from a gorilla which showed signs of wanting to make a lunch out of her typewriter.

Bruce Miller's caller looked a bit more human but just as odd . . . he burst loudly into song.

Office friends put them up to it. The hairy one delivered a Gorillagram offering congratulations in verse on Sandra's birthday. The second warbled praise of Bruce, District Manager, Computer Systems Group, also on his birthday.



You Speak HP?

(By the editor of "Reporter")

Each company has a unique flavor and style which includes how people communicate with one another.

People at HP seem to have developed a jargon all their own. As a relatively new HP employee, I've recognised certain phrases that, although they may not be exclusive to HP, seem to be sprinkled liberally throughout conversations around Corporate Offices.

Can you recognise the buzz-words?

Andrew is 24, married with a baby and works in Perth as a laboratory assistant at Princess Margaret Hospital.

Lynette, 20, is studying biology at Flinders University and Peter, 18, has started anthropology at Flinders.

Jenny, 14, is still at high school. "A lot of people who have survived the trauma of bereavement,

"Hey folks, let's identify the players and put out this quick and dirty publication on 'The HP Way.' We'll bring everyone who comes on board up to speed. So let's get the word to all leads and support people. The bottom line is . . . we have to have it done by Monday. If we prioritise our tasks, work as a team and interface with the proper people, we can do it."

Is this the same HPese we use in Australasia? Has Australia developed a special HP version of Strine?

Care to compose something that is understood by HP people in Australia and/or New Zealand but to all 'those out there' is something less than clear? ■

desertion or marriage breakup could help. Birthright means being friend to a family until they get back on their feet. No exceptional skills are needed. Seminars and the guidance of experts help you handle unfamiliar situations. It's only necessary to be a caring person," she said.

Birthright is active throughout Australia. Marlene commended it to anyone who would like to help. ■

Emergency Practice

Members of the Melbourne office's fire teams held evacuation and fire-fighting drill early in March. From time to time, there will be surprise practice evacuations.

But it would be foolish to treat the next alarm as just another training exercise – treat it as the real thing and be thankful after it is over that it was only a test of our fire precautions.

Alan Buckley and Peter Miller, from Metropolitan Fire Brigade headquarters at Eastern Hill, lectured fire teams, led by our fire chief Tony Johnson, group leader with Instrument Group, before the March drill.

Fire wardens have been appointed for each floor. Their first qualification is that they have enthusiasm for their job. Next is that their duties be such that they will be in the building when their leadership is needed.

John Springall explains a refinement of this: "It's obviously desirable to have one or more wardens on each floor but just as important that two wardens aren't working on one side and none on the other."

Emergency evacuation procedures and fire drill are a priority for all offices. The principles are the same – prepare ahead by training people to take charge and familiarise everyone in a building with what is required of them when danger strikes – but some offices may have special problems and need to vary procedures.

There are subtleties that occur only to those intimately involved in planning ahead. Such as knowing who has a disability which could hamper escape – deafness, reduced sight, arthritis, heart trouble and the like.

At a Melbourne college, escape from a basement classroom is only up steps. A girl with spinal deformity is in the class. At the suggestion of the floor fire warden, she has been seated closest to the door and other students have been alerted to the help she would need in an emergency.

Consider whether you might need such help. It is information wardens would want to record and possibly act on in advance of an emergency. ■



● No panic at the evacuation lots of smoke but no danger this time



Hats That Fit

Two hats sit lightly on the head of Peter Romeyn – one tells you he's HP New Zealand's Auckland Branch Manager; the other says he's Computer Sales Rep.

"My dual role is challenging and offers a lot of opportunity," he says. "Challenging because it requires disciplined time management, motivational skills and a lot of teamwork and adaptability to handle different and sometimes conflicting roles.



● Peter Romeyn . . . bare-headed

"However, having the opportunity to develop managerial skills and to shape the future of a growing branch office results in a sense of satisfaction which outweighs the sometimes inevitable frustrations of carrying out both jobs."

Peter emigrated to NZ from Holland in 1967 with a degree from the Netherlands School of Business and added a BCA degree from Victoria University in Wellington.

He joined HP in 1974 as a calculator applications engineer in Wellington. A year later he moved to Auckland as Desktop Computer Sales Rep. He then crossed the Tasman to be Staff Engineer for Computer sales in Melbourne office.

He returned to Auckland in 1980 as a Computer Sales Rep and became Auckland office Responsible Manager in 1981.

Before HP, he worked in advertising and also received computer training with NZ Motor Corporation as operator, programmer, systems analyst and auditor.

Single, somewhat footloose, fancy-free, Peter enjoys snow skiing, sailing, wind-surfing and squash. ■

Staff Meetings

Monthly staff meetings are planned for all branch offices.

David Booker and the Ops Council see them as one way of countering the penalties of rapid growth, mainly the lack of intimacy which the company enjoyed when small.

Monthly meetings will give an opportunity for new staff to be introduced and assured by their peers, as well as the managers who recruited them, of a sincere welcome to the HP family.

It is also proposed that the Salesman of the Month will be named at the meeting.

So that branches will feel a little closer to head office, David Booker's monthly talk and appropriate contributions by others will be video-taped and available to their meetings. The first was recorded.

"We're pretty good with high technology but occasionally the low technology throws us. We hope to do better next time around," David said after trouble was experienced with the video and sound.

HP in Australasia now has 500 employees, 200 recruited in the past year. Regular monthly meetings can be a useful way of helping staff to get a better understanding of our operations.

David has also planned a series of "coffee chats" so that there can be a continuing airing of views. From time to time, he will invite a small number of staff from various sections of the company to sit down with him in a relaxed informal atmosphere.

"The idea isn't for me to do all, or even most, of the talking. Invitations won't be on the basis of status or seniority. Everyone has an important role to play and worthwhile things to say in achieving success for the company. I won't be setting an agenda - discussions can range over any subject anyone cares to raise," David told Depth.

Obviously, it will take quite a while for him to work right through the staff, even to meet with just those at Blackburn.

The idea of managing directors taking - or making - time to chat with staff at all levels on a regular basis is novel to most Australian companies. However, it is not new to HP.

How Loud is Loud?

Rock bands belt out the beat and audiences heap on more decibels with enthusiastic shouting and clapping.

Older folk listen to gentler ballads and despair - premature deafness is their prediction for a whole generation.

How loud is loud enough?

Paul Brakenridge, Customer Engineer with Instrument Systems in Melbourne, is an expert in sound but he doesn't answer the question. His concern is more with balancing and mixing sound than measuring its total volume.

By day Paul works in the high technology of electronics. Some who do the same look in their hobbies for escape in contrast - waging war on coding moth or Space Invaders, reading anthropology or restoring worn books.

But Paul doesn't leave his ICs behind at Joseph St. At night he presides over a complex box of chips and glowing LEDs that cost \$18,000 and let him shape at will the sound of every instrument and vocalist in a band.

He nods assent when you suggest that audiences seldom hear a vocalist exactly as he or she sounds under the shower or at rehearsal. But he won't concede that electronic wizardry will market a singer who hasn't basic vocal abilities.

"A balancer puts discipline into a performance," he explains. "A performer who drowns out the others can be cut back to size; vocalists with true pitch but thin in volume can be brought up above the instruments; echo effects give resonance so necessary for satisfying sound; and 'fold-back' is provided for vocalists."

Fold-back? Without sound being engineered, singers can't hear themselves sing. They become disoriented from their audiences. Some measure of sound needs to be 'folded back' - but not too much or else you invite the squeal of microphone feed-back.

Up to 16 microphone channels are monitored and manipulated. The mixer can bring up the sound of the drums or any of the other instruments or the vocalist for their moment of ascendancy and then diminish them and move on to the next nuance in the never-ceasing quest for 'balance'.

Paul came from Adelaide and has been with HP four years. He is single and lives at Lower Templestowe. ■



● Paul prepares for his balancing act

It is in the spirit of HP's Open Door policy and MBWA - Management by Walking Around.

David hopes all managers will keep brushing up on their understanding of MBWA. ■

 **HEWLETT
PACKARD**

Success On Shoestring

Nominally there was no budget for the display that Staff Sales Representative **Stephen Avery** and Marcom Clerk **Brian Scerri** presented at Qualcon 82.

Yet it was judged the best stand at the conference staged by the Australian Organisation for Quality Control at the Wentworth Hotel in Melbourne on March 25 and 26.

HP was the only company demonstrating computer equipment — the desktop 9845C, 9836A and HP85.

Brian adapted to the venue a configuration of stock stands that Marcom had designed for just such eventualities and this was a big cost-saver.

A large number of inquiries resulted. These were sorted quickly and initial follow-up contacts made within days. Sales prospects were most encouraging.

The Governor-General (Sir Zelman Cowen) opened the conference and was an interested spectator at the display.

Stephen, a College Hire less than two years ago, says: "Sales rep is the job I like; it's where the action is. But it's no more important than what others in the group are doing.

"HP team spirit means that you can go out there and sell, knowing that you will get all the support you need. You know also that you can't over-promise; the group will soon pull you up if you start promising the moon, stars and sun. HP credibility for quality of back-up as well as equipment is important."

Greenies

Green baize has been the battleground for **Don Mays** and 19 other Joseph St enthusiasts over recent weeks. The Great Pool Tournament has been in progress.

Don reports that competition can be exhilarating but, whoever wins, a game of pool is a great socialising experience.

"As HP grows rapidly, it's hard to get to know the new faces. Barriers break down over a pool table," he says.



● Stephen looking pleased with his stand . . .

. . . Brian pondering his design



The Doncaster Inn donated a trophy. Reserving a table for HP was an even kinder gesture because games could be tightly scheduled without risk of running beyond the lunch-hour.

HP also agreed to provide a trophy.

"We're hoping the next tournament for pairs will be even better supported and that we can persuade management to provide pool facilities in the new building," he says.

Don works in the Parts Store. He

was the organiser but he got knocked out in the first round.

Warren Jones, Warehouse Manager, **Mick Cerkez** and **Sean Mellerick**, of the Parts Store, and **Peter Simpson**, of Mini Calcs, were the semi-finalists.

Mick Cerkez won with Peter Simpson second and Warren Jones third.

Donnamaree Dobby was the only woman competitor. She has since left the company. Are there others wanting to give ladylike couth to the competition? Don Mays, ext 282, is waiting for calls.

Ahead of Time

Work has proceeded smoothly on extensions to the Melbourne office. At the end of March, it was two weeks ahead of schedule.

Prospects were that by the end of April virtually all steel work would be done and the roof almost completed. Most of the walls would be in and the concrete floor slabs poured.

John Springall is sympathetic towards those still being inconvenienced by inadequate parking and is sensitive to the need to show courtesy to our neighbors.

Happily there has been little complaint from nearby residents or others using Joseph St.

The building site is still off-limits to HP staff. Inspections were arranged for two days in April and as building develops there will be further arrangements for sidewalk superintendents to inspect and approve the work.

The extensions have been necessary to handle the company's rapid growth. It can now be seen that they double the capacity of the original building to more than 10,000 square metres. They will cost about \$4.4 million.

As the work of the contractors, Austin-Anderson (Aust) Pty Ltd, progresses, a lot of work is being done by HP people on reworking accommodation and getting ready for the move into the new building.



● Hole in the ground that will soon be just a memory

A Letter

Would not a sign on the front gate or thereabouts at Joseph St, saying "DELIVERIES", and another saying, "RECEPTION", be a tremendous help in the area of customer contact?

They would save much time now spent redirecting people to the warehouse and back again.

DELYS DEANE

Editor: A timely suggestion. It is being arranged.

● Letters to the Editor should be addressed to Geoff Windsor or Peter Delbridge.

Rio Unvisited

Duty won over pleasure and Chris Matthews, Wellington Field Engineer, did not go to Brazil with the Ta'aroa. But he was watch captain on the yacht's delivery voyage to Sydney for the race start.

Chris reported: "The Tasman can be a real mean bit of sea but this voyage was relaxed and stress-free. Sydney Cruising Yacht Club gave us a warm reception and send-off. Everyone was friendly and helpful."

He hopes to sail in the Pan Am Clipper Cup series (Hawaii to Los Angeles) later this year.

NZ Competitive

Selling computers in the New Zealand market presents special challenges, says Alan Thompson, HP New Zealand's Computer Group country sales manager.

"We're in a small country where all the other major computer companies and a lot of smaller ones are represented. It's extremely competitive," he notes.

"It's unusual to be the only vendor. Usually a prospect is talking to half a dozen people or more. There are opportunities in the market but they are keenly sought by all the suppliers."

Alan says HP has to do what it does best to get a slice of the business: "Our superior product is not enough. We must also provide the best support available. We need good people, productivity and commitment. HP is second to none in those areas."

Alan joined HP New Zealand in 1972 as a Service Engineer, the only one, and he covered all product lines.

He moved to a CE position with Computer Group, became Sales Rep and eventually District Manager for Desktops. When the old O6 and O2 groups merged, he became District Manager for the Computer Group. Last November he was named Country Sales Manager for the group.

Before coming to HP he worked on development and maintenance of computer hardware for the NZ Department of Scientific and Industrial Research. His initial electronics training was with the Department of Civil Aviation. He holds a certificate in engineering and telecommunications.

He was a travel courier for five years, leading camping tours of Scandinavia, Russia, North Africa, Spain, Portugal and other European countries.

Returning to NZ, he travelled overland from London to Sydney, "seeing great chunks of the world."

Alan's travel these days is camping trips with wife Rosemary and their children, aged four and two.

Legend of Rosie Lamont

Customers' first contact when calling Sydney office is with the cultured dulcet tones of Receptionist **Rosemary Lamont** – Rosie as she is known to friends and fellow-workers.

Fast of wit and slick of tongue, Rosie handles the irate 'raging bull' type of customer with great aplomb.

An example:

CALLER: "How the hell can you justify a price like that?" (perhaps the fixed price for an HP35 repair).

ROSIE (sweetly): "Well, what can you expect with cabbages at \$1.50 a half?"

When Rosie started at HP eight years ago, Reception was on the second floor of the Pymble office. The switchboard was a manual 'Sylvester' type and getting an outside line involved shouting across the office: "Givuzalinerozy".

Later Reception moved to the ground floor and Rosie became the surrogate mother of the young new breed of CEs – and FEs for that matter. Those sporting long hair or an untrimmed beard walked in fear past scissor-branishing Rosie.

Well, times change; progress is inevitable; and we moved into Ryde. But through an organisational glitch we ended up with another 'Sylvester' and were stuck with it for eight weeks.

It had to handle many more calls from many more people than a manual switchboard was designed for but finger-flicking Rosie got us through – fraying all the cords and needing Band-aids on every worn-down finger.

Another overheard and much-told cameo of the switchboard:

A frustrated finger-happy secretary kept dialing 0 and was rapidly getting nowhere. Finally Rosie found a line and gave it to her but the frustrated one was unaware that she had got past the switch.

Three Os connected her to Emergency Services and this dialogue ensued:

CALLER: "Well, about time. Now can I have a line?"

000: "Which service do you require?"

CALLER: "Stop clawing around, Rosie; just give me a line."

000: "Is it an emergency?"

CALLER: "Of course it's an emergency. I've been trying to get a (expletive deleted) line for 15 minutes."

000: "Madam, you dialled Emergency 0-0-0."

Profuse, abject apology followed, garnished with a detailed description of the inadequate 'Sylvester'.

000 had the last word: "Would you get off the line, please; you're holding up emergency calls." CLICK.

Rosie is a real HP person, always the first to support the cricket team or get involved in company functions.

She's a vital link between HP and its customers: certainly not an impersonal voice on a telephone line. She's the link between a



● Rosie . . . Sydney's surrogate mum

customer's needs or problems and their fulfilment or solution.

JIM WATSON

HP Benefits

Philosophy behind HP's benefit package was excellently explained in a recent Leaders' Training Guide.

The package was described as comprehensive and designed to:

- Protect employees from major losses;
- Give them opportunities to share in the success of the company;
- Provide for adequate income at retirement or if disabled;
- Enjoy relaxation through paid time-off; and
- Participate in a pleasant work environment that encourages personal growth, loyalty and efficiency.

HP has designed a balanced and competitive package of benefits. Upon comparing companies, one might find that some individual features of any one benefit package may be stronger or weaker than another.

However, at HP we constantly review and periodically update our entire benefits program to ensure that, in its entirety, it continues to remain competitive with those of the very best-managed and most dynamic corporations.

Specific criteria used to design our package include:

- The core concern of HP's benefit philosophy is to provide benefit plans that are designed to minimise the effect of a

catastrophic accident or illness on employees and their families.

- Benefit programs must meet a variety of needs of our diverse employee population. Although it is impossible to address each employee's specific needs, HP tries to take into account such factors as length of service, family size and general health needs as our benefit plans continue to develop.
- HP wants to provide benefits based on value to and priorities of employees. This requires a balance between time-off, insurance plans, retirement, profit-sharing, etc.
- HP believes that employees should share to some extent in the cost of certain programs as a means of prompting sensible and non-excessive use. In addition, by not assuming the total cost of such programs, the company is able to offer other benefits as well.
- As with all decisions at HP, the company's overall financial health is always a consideration. It is because of our competitive strength and profitability that HP has been able to afford to become a leader in its pay practices and in the benefits it provides its employees.

Consequently, all decisions are made within the context of our Corporate Objectives.

If you have questions, please contact any member of Personnel.

RUSSELL WARMINGTON
Personnel

OPEN DOOR

Outside looking in and sometimes new employees approach HP's Open Door policy with a good deal of scepticism. They haven't experienced anything like it before.

There is responsibility on all HP employees – not just personnel and section managers – to allay doubts by showing that the policy is built on complete good faith and that it does work.

Let's restate what the Open Door policy is about:

- At times there is legitimate dissatisfaction and cases where employees feel they are blocked by 'the system', or have a serious misunderstanding with their manager or supervisor, or for a variety of other reasons.
- In these cases all employees have the right, if in their opinion they feel such steps ultimately are necessary, to discuss their concerns with higher-level managers (starting usually with first level above their immediate manager) until their problems are resolved.

Any effort to prevent an employee from 'going up the line', through intimidation or any other means, is absolutely contrary to company policy and will be dealt with accordingly.

- Invoking the Open Door policy will not in any way affect any evaluation of the employee or subject him or her to any other negative reactions.
- Employees also have responsibilities – particularly in keeping their presentations to upper level managers focused on specific events which affected them as individuals.

The Open Door policy has existed since the very beginning of Hewlett Packard. The training of managers and staff has placed strong emphasis on open dealings. It could be said that if managers were managing effectively and their staff were also imbued with the spirit of co-operation and respect for all individuals in the team, there would be no need for appeals to upper management.

But HP policies are practical as well as humanitarian – they take note that people are individuals, not poured out of a single mould;

personality clashes do occur; and sweet reason does not always prevail.

So, instead of allowing dissatisfactions to fester, the Open Door offers a practical method of resolving problems. It is not entwined by red tape. It should be used as soon as one is convinced that, for whoever's fault, a problem is just not going to disappear.

John Young, recently wrote that a survey had shown that 73 per cent of staff agreed with the statement, "I feel free to make use of the Open Door policy."

But support dropped to 60 per cent for this assertion: "If I am dissatisfied with my supervisor's decision on an important matter, I feel free to go to someone higher in authority."

Copy Deadline

Tuesday, June 1, is the last day for receipt of copy for the next issue of Depth.

Photographs should have good tonal contrast. Black & white prints are much preferred. Color prints rarely reach adequate quality for one-color reproduction.

Thirty per cent disagreed. What might be the Australasian response?

John commented: "There is misunderstanding of the meaning and intent of the policy and in some areas the implementation is either blocked or discouraged."

He quoted the Personnel Policy and Guidelines Manual: "A supervisor is expected to promote an atmosphere wherein an employee feels comfortable and free to seek advice and counsel regarding problems of either a personal or job-related nature.

"The employee may seek counsel from a supervisor, member of the personnel staff or any level of management with the assurance that no adverse consequences will result from this action."

The policy functioned best when two conditions were met. First, the employee's immediate supervisor must believe in the policy and create an open environment where full communication takes place – not only for problems but for

new ideas, suggestions for saving or improvements in company operation.

Second, management and personnel people 'up the line' must be available, be sensitive to personal issues and, above all, ensure as a basic management responsibility that the person using the policy is protected from reprisal or other adverse consequence.

What is meant by 'up the line'?

Depending on the nature of the issue, the employee may choose to talk to another manager with responsibilities similar to those of the employee's boss. Or the employee may want to talk to higher level management in the division or region (including David Booker in Australia); with Personnel; with a member of the corporate staff; or with a company officer, including the executive VPs and John Young, the chairman.

Face-to-face meetings are the most effective, letting both parties know the full dimensions of the problem. But phone conversations or letters are not ruled out.

As a matter of courtesy, it is a good idea to tell the supervisor about a planned Open Door visit. But it is not required if circumstances make it difficult.

John Young added that this is what Open Door is NOT about:

- It is not a procedure that undermines the position of the immediate manager. Rather it's a continuing reminder to managers of their responsibility to their people and the requirement to manage by HP policies.

- It is not a management option; it is a right accorded every employee.

- It does not necessarily mean the immediate manager's decision will be reversed or that a solution for all problems can be reached, but it does assure an objective review of the facts.

- It is not a procedure just for complaints.

It should be viewed more broadly as information-sharing up and down the line. It is part of the everyday process that provides a climate of teamwork and common purpose.

In that climate, an easy flow of communication can take place, not only about problems but also about opportunities, aspirations and suggestions for improvements. ■



● Sally Imberger, Secretary in Computer Systems Engineering Group, takes one of the first PICS calls

New PICS Service

Customers have responded well to PICS, our new Centralised Phone-In Consulting service for clients covered by Customer Support Service Agreements in Australia.

The facility is available on weekdays between 8.30 am and 5 pm and uses Telecom's INWATS (Inward Wide-Area Telephone Service).

Australasian Systems Engineering Manager **Bruce Marsh** explained that the service had been established to ensure rapid response to customers' calls for assistance.

Supported customers can call from anywhere in Australia to our PICS centre at local call cost.

"By centralising this facility, we can ensure the best possible service. By using locally developed software written in RAPID/3000, we have developed a comprehensive set of programs aimed at managing and monitoring all customer responses," Bruce said.

"An Australia-wide data base will enable our Systems Engineers to determine the exact status of any sites within their area."

Modems have been installed to help with verification and remote diagnosis.

Another interesting innovation is the use of a call re-director to route calls after 5 pm EST, enabling customers in time zones other than eastern states to take advantage of PICS within the specified hours of coverage.

Between 5 and 7 pm EST, calls are re-directed to Perth for telexing to Melbourne. When that office closes, calls are recorded on an answering machine. ■

Harassment

Sexual harassment has long been a subject covered by the HP Way. HP's fifth Corporate Objective says employees will be treated with dignity, respect and courtesy.

HP Executive Vice President Bob Boniface recently issued a policy statement on employe harassment that makes it clear that comments of a sexual nature that threaten or offend another employe will not be tolerated by the company.

He affirmed HP's long-standing policy against harassment of individuals for their race, religion, age or ethnic background and extended it specifically to sexual harassment.

Sexual harassment was defined as behavior "which constitutes unwelcome sexual advances, requests for sexual favors, or the display of derogatory posters, cartoons or drawings, and other verbal or physical conduct of a sexual nature" that interfered with work performance, that created an unfriendly or offensive work environment, or to which an individual must submit as a condition of employment.

In the United States, an employer is not only held legally

responsible for acts of sexual harassment committed by one employe towards another but also for actions of visitors toward employees while on company premises or at company-sponsored activities.



● Hire him . . . he's got great legs

Australian legislation is not as embracing as this concerning an employer but it could become so.

This was the advice given by Harry Portwood, Corporate Affirmative Action manager:

"Employees who believe they have been the object of sexual or other harassment should report the incident to their supervisor or if necessary to the next level of management.

"Managers are expected to investigate every incident reported and, if the charges are substanti-

ated, take appropriate action ranging from counselling to termination of the offending employe."

(If the supervisor is the cause of the problem or if he or she seems unwilling to resolve the issue, the employe should contact the next level of management or Personnel).

A statement on the subject by the Victorian Equal Opportunity Board has been circulated to HP managers. ■