epth depth de

- "One Step at a Time" is the caption of this eye-catching picture which introduces a current HPA advertisement. It projects HP's philosophy of not hustling a customer but working carefully through each logical step in a fully integrated and customised application.
A high proportion of the nation's decision-makers attend live theatre, particularly ballet. Thus the choice of the picture and the appearance of the advertisement in business journals.
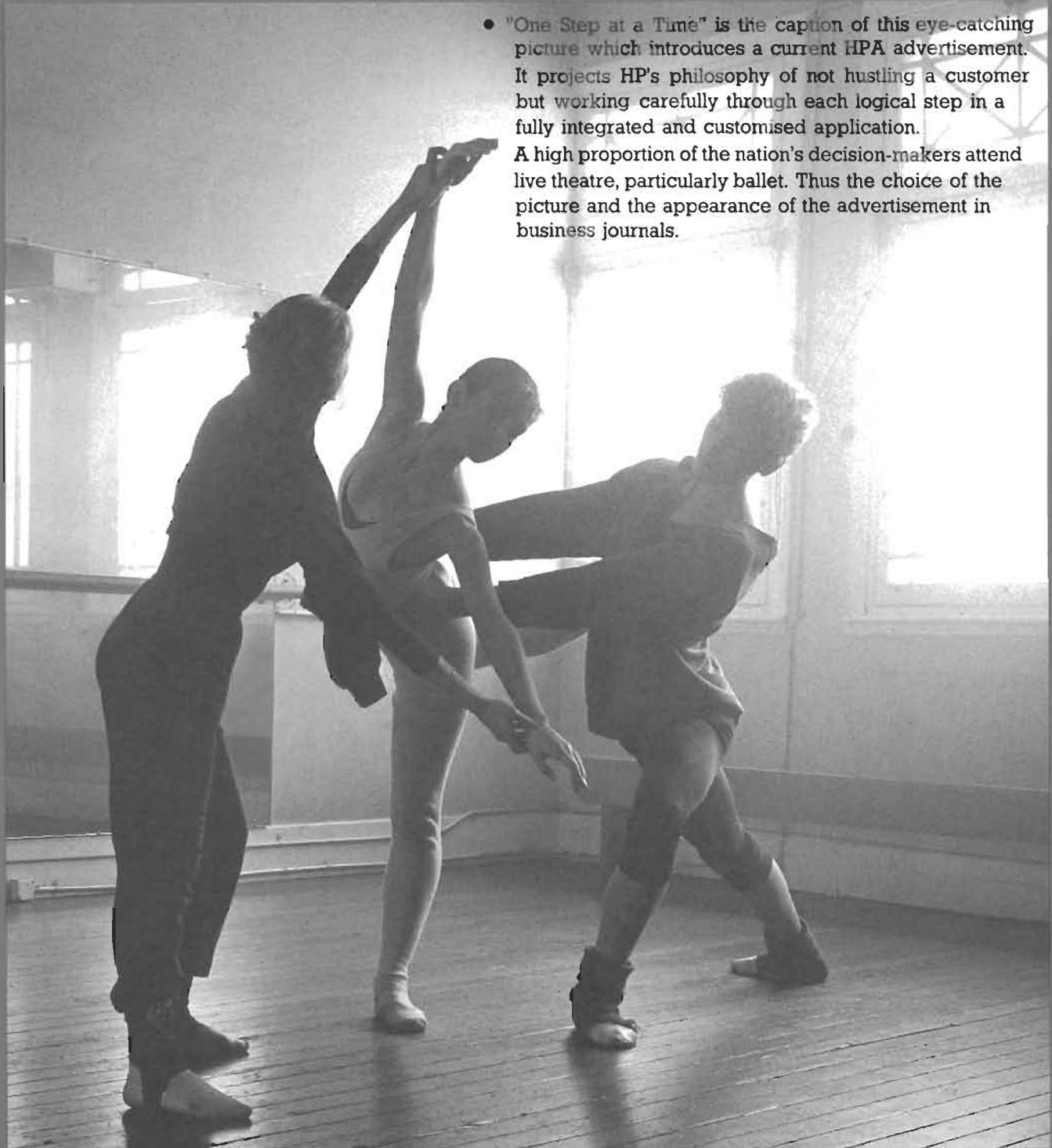
Strategy for years ahead

Last year was tough for the electronics industry but HP came through in remarkably good shape.

The Annual Report, which I urge you to read, shows just how sound the Company is in orders, profit and assets.

We all contributed to this satisfying result, not least by accepting the need to cut costs — and we avoided laying off anyone.

I spent half of January in the US representing you at the annual managers' meeting and I'm delighted to report there was an unmistakable air of optimism. I believe it will carry us through to the 1990s and beyond.

All the managers felt the Company had picked up momentum following the reorganisation of late-1984.

The theme of the meeting was *Towards A More Competitive HP*.

John Young's talk on our competitive strategy answered a lot of concerns that many of us in the field had felt about our direction, how the organisation fitted the strategy and how we were going to develop our business segments.

Corporate management had obviously done a great deal of thinking and not been afraid to call on the advice of outside analysts as well as our own people.

There was incisive leadership. We all commented on it and were greatly encouraged.

John made the strategy clearly visible, showing how the organisation fitted it. He focused on the implementation of the strategy and the methodology of performance measurement.

The strategy was presented as an *ongoing* process and not a product in its own right.

Another important point was the need to *get the vocabulary right* — defining for everyone in HP the meaning of words like *segment, business, corporate strategy, linkages, focused product business* and *opportunistic product business*.

Corporate has demonstrated it has mature and professional management and we should all be aiming to mirror it.

MALCOLM KERR

For a common vocabulary

John Young gave these definitions for words that should mean the same in Australia, New Zealand, the United States and everywhere else that HP operates -

Segment:

The broadest possible set of related businesses with commonalities in products, technologies and customer bases.

Segments are different from the HP term *sector* in that they describe an external focus, not an internal organisation.

For example, the *sector* headed by **Bill Terry** contains two *segments* — design systems and test & measurement.

Business: The smallest-sized grouping of related products and/or services that can be planned relatively independently of the company's other products.

A *business* serves an identifiable customer base and will usually compete against an identifiable set of competitors.

Corporate strategy:

(1) definition of HP's business segments and their common attributes; (2) decisions on how to allocate resources among the segments; (3) criteria for business selection within the segments; and (4) a process, not a product.

Linkages:

Commonalities in technologies, products, customers and distribution channels.

Provide potential synergy — eg, increased profits or cash flow from leveraged R&D, shared distribution channels, etc.

Focused product business:

A stand-alone product sold independently of HP systems, where such a use receives resource allocation and design priority — eg, LaserJet.

Opportunistic product business:

Products originally designed as parts of an HP system but sold separately to provide incremental profits or economies of scale — eg, personal computers sold through retail channel. ■

Simplifying computer architecture

On 14 and 15 December, seminars in Sydney and Melbourne lifted the veil on the **RISC** technology that will have dramatic results for computer science.

Hearing it pronounced as **RISK** and not having it spelt out, one might think computers were about to design skyscrapers that offer reduced risk to those constructing or occupying them . . .

. . . except that computers are powerful tools already available to architects.

As **RISC** Architecture, it has an entirely different meaning.

Since the microprocessor was invented 14 years ago, chips have become increasingly complicated, operating ever more capable computers.

But now HP is in the van of a movement to replace complexity with simplicity and will start replacing all of its computers with the new technology of RISC (Reduced Instruction Set Computer).

Simplicity gives RISC machines their speed. Conventional minicomputers typically offer a programmer in excess of 300 different instructions to compose software. RISC can reduce them to about 50.

Simplicity allows the control logic of the computer to be hard-wired which in turn allows most instructions to be executed in a single CPU cycle and give faster, higher performance.

More complex computers have microcoded controls that require several cycles to execute.

Many of the fanciest instructions available on conventional chips are seldom used. A rule of thumb is that 10 per cent of the chip does 90 per cent of the work.

Prominent in HP's strategy is the assurance to customers that their software can be made to work with RISC.

At the seminars, **Professor David A Patterson**, of the University of California, was keynote speaker.

He has been researching RISC technology for several years and with his team has been developing RISC processors leading to new ways of approaching computer design.

Chairman in Sydney was **Professor K Rose**, of the University of Sydney, and in Melbourne **Professor Peter Poole**, of the University of Melbourne.

Next move is the world release on 26 February of revolutionary new hardware and software derived from the HP *Spectrum* research, which has been in progress for four years.

Five Australian journalists will be flown to the US the day before to report the launch and there will be presentations to invited guests and the media in all Australian capitals and in New Zealand.

Program Manager ISG **Terry Padden** is in charge of marketing the new products in Australia and New Zealand.

"It will be one of the most significant launches ever and all round the world HP people are giving it everything they've got," says Terry.

With wife Wendy, Terry left Liverpool in 1966 on a world trip and their first look at Australia lasted two years.

His career in the computer industry has seen him as programmer, analyst, consultant, lecturer, sales manager and branch manager. He joined HP nearly three years ago.

His relaxation comes mainly from reading — "shorts", science (including artificial intelligence), mathematics textbooks and P G Wodehouse — and extending a Mt Eliza house which has already taken 10 years.

Terry and Wendy have four children: Michael, 19, Dominic, 16, Alexander, 14, and Heather, 9. ■
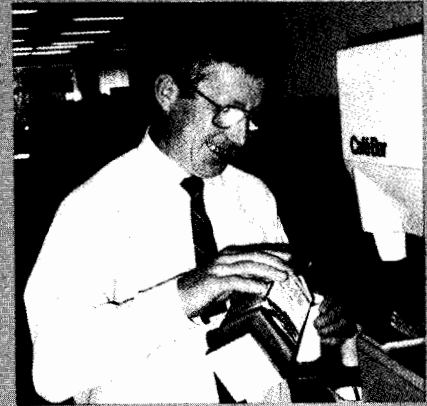
● **Terry Padden ... taking no risk with RISC.**

4WD holidays

Southern Area Secretary **Vicki Elliott** and husband Cliff were thwarted in efforts to negotiate the Strzelecki Track to Birdsville by flash flooding of Cooper Creek.

The road to Innamincka looked firm but was mud a few inches down and their four-wheel drive Nissan Patrol bogged to its axles. They sent out messages by CB and UHF radio but no one heard — or at least no one replied.

There were no trees to use as anchors for the winch and Cliff's three metal poles were looking horribly bent.

After five hours, two happy contractors from the Moomba oilfield happened by in a hire car, well equipped with Esky but not a single piece of breakdown gear.

They, too, bogged. But one was an ex-rigger who knew a better way to deploy the poles to take more

strain. The Elliotts winched themselves onto firmer ground and then pulled out the other vehicle.

"It was lucky for us they came along; they were just out sightseeing. And lucky for them that we had equipment to get us all out of the mess," Vicky said.

"It was scary but we're anxious to go back and take a chance on the Cooper being more co-operative next time."

> **Depth** is published for HP staff *and families* so we're pleased to hear about another Christmas holiday from the pen of **Judy**, wife of Southern Area General Manager **Bruce Marsh**.

Four-wheel drives loaded to the roof with camping gear, the Neilson and Marsh families headed for Western Australia for what was to be a 12,-000km journey.

The next 30 days were spent fishing, swimming, skindiving, explor-

ing and relaxing. Setting up the tents became second nature and a record of four minutes was set at Augusta (in a thunderstorm).

The trip across the Nullabor from Adelaide to Esperance took three days (about 800km a day). It could have been faster but for the raw speed of our Jackaroo having to be curbed to let the Neilson's Pajero keep up.

(**Ed**. Hans says the opposite, claiming the Jackaroo has the aerodynamic qualities and fleet-footedness of a brick. Perhaps both are biased.)

The road is all bitumen with plenty of petrol stops.

A classic comment came from the owner of the Nullabor roadhouse when asked on a day of 40-plus temperature and searing north wind if gathering clouds were a sign of rain.

"It's not a hot day and rain is unlikely because there has been none for two years," he said.

● Vicki Elliott ... ran out of road.

● From left: Bruce, Alison, Andrew and Judy Marsh; Adrian, Hans and Annette Neilson ... planning an encore.

In defence of The HP Way

The Issue:

A recent issue of Business Week bore the title, "Oops", on its cover. The target of this somewhat shallow piece of in-depth reporting was a collection of companies showcased in the book, "In Search of Excellence," with special emphasis placed upon HP's newly tarnished Wall Street image in particular and the loss of its hi-tech magic in general.

The article even went so far as to hint that perhaps lofty objectives don't make good business sense anymore.

Now before we go any further on this topic, I have a confession to make. Long ago, when Hewlett-Packard was my employer, I learned of a concept called "The HP Way." I believed in it then and I still believe in it today. I know a number of other people who are still believers but most of the faithful are no longer at HP. My confession (and fear) is that this condition is beginning to show.

The HP Way consists of making a more than modest profit by producing and selling products which make a superior contribution, then reinvesting a generous portion of the profit into attracting and keeping an elite and capable team of people to insure endless repetition of the cycle.

During the last few years, I have observed a subtle change at HP. Profit certainly has not been forgotten as the primary objective and HP continues to make superior contributions with its products.

What is fading away is the sense of pride and personal satisfaction of people at HP. Today, when more than ever before, performance must be measured by results, we hear HP endlessly apologising for what it hasn't yet done, instead of proudly spreading the news about its unique and enduring contributions.

Bemoaning that Vision didn't work out. Regretting that Spectrum isn't here yet (Editor: *It will be within days.*). Wondering why customers actually continue to buy its venerable 16-bit architecture 3000 Series computers despite the fact that they don't even have Unix.

Explaining, in an embarrassed way, that IMAGE/3000 only has master and detail datasets whose paths *must* have a master at one end and a detail at the other. Crying that this is a terrible limitation even though people build the most exquisite models based on IMAGE'S expressive power which depends, precisely, on this clean, clutter-free design feature.

Meanwhile, AT&T makes no apology for having converted the equivalent of HP's annual sales figure into flashy advertising in exchange for the noble accomplishment of adding the word *Unix* to the vocabulary of every computer illiterate on the planet.

IBM unabashedly and frequently reminds us that its star user is a tramp. Even Data General brags in vague terms about endless improvements to the soul of its new machine.

In my opinion, contrary to the opinions of Wall Street, pundits and HP management, Hewlett-Packard has not fallen short on products and solutions, but in its own *awareness* of its true strengths.

Three specific examples of winners which some HP managers treat as skeletons in the closet are the HP3000 computer, the MPE operating system and the IMAGE/3000 database management system.

The Challenge:

We challenge HP to do some well-deserved bragging about its accomplishments and to stop whimpering about its current challenges.

We all know that HP has many superb things up its corporate sleeve. We also know that sleeves sometimes get tricky and we accept the fact that the gambling aspects of the whole thing are good seeds for opportunistic writing (and reading).

Old hat. And not very productive. Instead of the gambler's sleeves, though, we would love to hear about the engineer's sleeves, rolled up to allow for productive work instead of rolled down to cover funny things.

I am speaking specifically about the sleeves of Bill Hewlett and Dave Packard as they toiled away in their garage and about the sleeves of the faithful within today's Hewlett-Packard.

We are all interested in focusing on the superb things that HP has in its corporate hands. Right now. Things that sadly may appear like boring virtues to gamblers. But Hewlett-Packard is not a casino. At least, not for the faithful who believe in The HP Way.

How about a two-page spread in Business Week which simply says, "Only the HP3000 has MPE, the world's most effective operating system, with more than a decade of compatibility across computers which today range in price from $19,000 to whatever."

Or perhaps, "Why put up with messy models of your organisation when you can have an IMAGE/3000 database?" Or maybe, "Why do the world's fastest growing businesses always seem to have a network of HP3000 computer systems? Do they know something you haven't discovered yet?"

Keep the faith, Hewlett-Packard, and while you're at it don't keep faith in a secret. And perhaps in a few months IBM will be apologising that it doesn't have IMAGE and AT&T will be apologising that it doesn't have MPE. ∎

New Perth BGM

When ill health caused **David Chambers** to cut back on his responsibililties, he handed over the Perth BGM role to **Ian Murray** just before Christmas.

David resumed sole responsibility for the important CRA Ltd account in WA. He has always seen the mining industry as a rewarding area for HP and has been intimately involved in the development of Hamersley Iron, a unit of CRA.

Ian has had a varied electronics career — first as radio officer in the merchant navy, then as a communications expert tracking American satellites and then helping establish the first stereo broadcasting station in Western Australia.

In 1964 he first visited Perth when based on Bombay and his ship was trading between East Africa, Japan, New Zealand and Australia.

In 1966 he met Blythe, asked to be "paid off" in Australia and married her. Blythe's grandfather had come west from the Victorian goldfields and later moved to Fremantle.

Ian helped pioneer some of the advanced satellite support systems at Carnarvon. He got a gong from the Americans for his part in the telemetry, tracking, monitoring and control functions of the lunar project.

Then at Moree in NSW he was chief technical officer at the satellite communications station which handles all eastern seaboard communications and Pacific television transmissions.

Another stint at Carnarvon was followed by an invitation in 1978 to join HP.

He has been successful in all his assignments, from Instrumentation through to Computers. Some of his most impressive orders were gained from the State Energy Commission.

A colleague who has known him all his HP days commented: "He came in at the bottom and worked his way up. The results speak for themselves. He's efficient, works hard and doesn't rely on razamatazz."

Ian's sport now is tennis. He was a member of East Fremantle Yacht Club "but gave up sailing long ago."

Ian and Blythe are proud of the cricket and tennis talents of son Robert, 14, and the tennis and horse-riding skills of Elizabeth, 11. ■
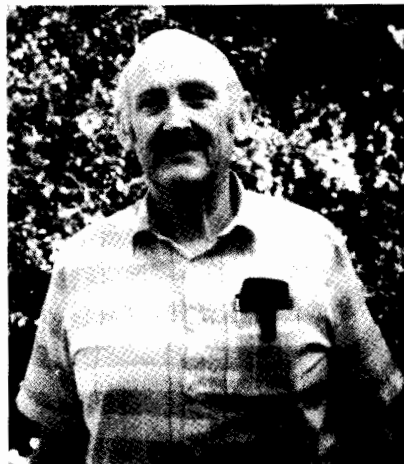

● Ian Murray ... many roles

Good recovery

John Warmington, HPA Chairman and first Managing Director, has made a pleasingly quick recovery from open heart surgery.

He was little more than a week in hospital and returning to his Rosanna home was soon out walking. He still tires but has extended his strolls up to a mile a day.

● **John Warmington** ... building up the miles.

Smooth transition

Moving house across the Tasman from Wellington to Melbourne was relatively easy for **Keith Watson**.

He was passing through Melbourne on his way back from a US visit in mid-December, knowing he was relinquishing his NZ position as District Sales Manager to become Australasian Dealer Sales and Marketing Manager.

His sister, who lives in Melbourne, happened to mention that someone she knew was leaving for England and Keith wondered if their house might be available.

A quick call established it was, a deal was done and he moved in at Vermont the day he stepped off the plane.

His wife Fran and daughters Natalie, 3, and Kate, six months, will join him this month.

Both Keith and Fran are New Zealanders and somewhat sorry to leave friends and relations.

"But it was an opportunity for career improvement and to experience a new country while we're still young and there are no complications with the children's education. Everyone has made me feel welcome" Keith said. ■
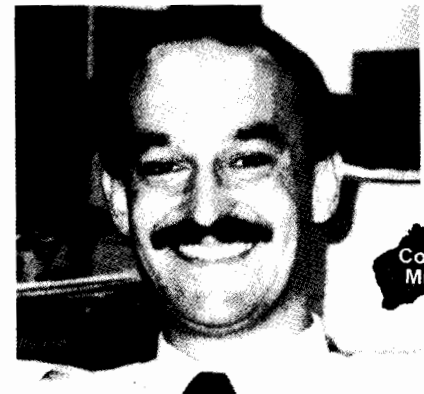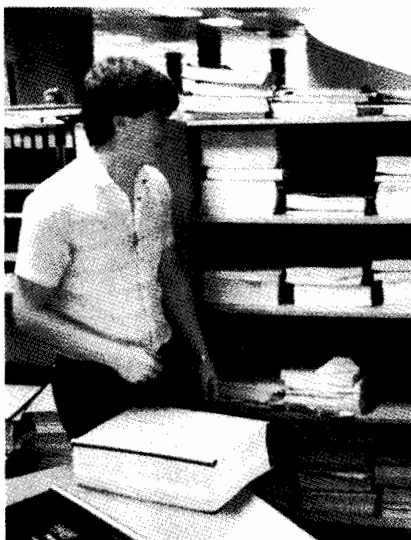

● Keith Watson ... no hassles.

- Moving gear into the Computer Room, a focal point in the customer reception area.

- Suzy Duncan (Customs) and Denise Stones (Credit Control) have a view of "The Tree."

- Systems Accountant David Lloyd in Accounts area.

- Christine Scammell (Support Admin) tries shelves for size.

Conservation

New Zealand's biggest pot plant is in HP's new building on Wellington's downtown Willis St.

It's seven metres across and the concrete cylinder goes down through two carpark levels.

A very expensive pot but worth it when you hear neighbors speak appreciatively of HP's elaborate efforts to retain a majestic Norfolk pine by building around it.

"It's looking better than ever after a haircut and a pick-me-up of soil conditioner," observes Regional Operations Manager **John Springall**.

It was decided, on all the best advice about Wellington weather patterns, that forced air equipment and heating but not cooling would be installed. Then a freak heat-wave struck but it was short-lived and conditions returned to match the planners' predictions.

On 1 December HP occupied the two podium floors of the 10-storey building and about 60 staff are now in residence.

The first of the tower floors will accommodate the canteen and training area and be available late this month or early in March.

Levels 5 to 10 will be occupied by the New Zealand Post Office around 1 July.

Willis St, once a stagnant commercial area, is about to take off with several major buildings now rising.

Property values have leapt. The land for the $NZ8 million project is worth twice the price HP paid. ∎

- Imp/Exp Supervisor Frank Wilson hopes boxes are correctly numbered.

- Auckland Commercial Sales Representative Peter Romeyn and wife Cathy share the fun at the Christmas staff function at the Sheraton Hotel.

- Secretary Lois Miller married Robert Numans on 14 December. Lois's own caption: Newly weds ... Ain't love grand?

ACT Social Club

Canberra office's Social Club has been formed officially with Receptionist/Typist **Gayle Payne** as Secretary/Treasurer and Staff CE **Bob Mittermair** as Social Director.

"For those of you who want to move to Canberra, this is surely the news you were waiting for," was the provocative postscript to advice that the club was now in business.

It's first function was the Christmas picnic on 8 December.

"The day dawned absolutely miserable but by 11.30 the rain had eased and the sun was making a brave attempt to shine," Canberra reported.

"The decision was made to set up at Weston Park and it proved wise because for the rest of the afternoon the rain stayed away.

"**Bob 'Santa' O'Brien** drove down from Sydney and once again proved a great success with the children and adults alike.

"Cooking was provided by **Carol Blackman's** husband, John, with a little help from FE/SR **Greg Atkinson.**

"Sales Secretary **Kerri Crawford** and Service Coordinator **Penny Taylor** managed to get quite sunburnt and suffered dreadfully that night and for the next couple of days.

"Thanks must go to Gayle, who organised everything from making sure there was enough food and drink to providing lollies for Santa's bag."
□

A night of fun and frolic was had on 12 December when 14 employees and their partners went to Dirty Dick's, a theatre/restaurant named after 18th Century highwayman Dick Turpin.

"Everyone enjoyed the interactive theatre and singing," Canberra wrote. "We were all surprised when Branch Admin Supervisor **Vicki Walker** laughed loudest at the bawdy ballads."

(Vicki herself preferred to describe it as "nervous" laughter; she says she is a really demure and proper girl at all times.)

"Baron Nuts (alias CE **Grant Bawden**) was called upon to toast Dick Turpin by crying, 'All hail, Dick Turpin.'

"Whereupon the audience would reply, 'Long may he ride', an allusion to his famous ride on Black Bess from London to Yorkshire.

"SSE **Nigel Carruthers** was the table's highwayman and he performed splendidly, carving and serving the meal.

"The evening was rounded off with everyone joining in Christmas carols.

"For days conversation around the office was about how we all enjoyed ourselves. From Canberra, we hope everyone in the other offices had a successful and happy festive season." ∎

Order Admin Supervisor **Stuart Allen** and Treasury Accountant **Nancy Gan** were two recent arrivals from New Zealand.

Nancy came to Melbourne to stay after a short assignment in Sydney and Stuart to do a two-weeks' course before installing OMS in New Zealand.

Stuart worked closely with **Jo-Anne King**, Melbourne Order Co-ordinator in Sales Support. ∎

- Jo-Anne (left), Stuart and Nancy.

- Bob O'Connor, pencilling for Santa, records family things that will amaze the Dilli children when they meet the all-knowing red-robed gentleman (their dad Mark, right, is the informant).

Don't forget to advise Personnel promptly of any change of address or bank account.

Near enough not good enough

One of Australia's most sophisticated standards laboratories is maintained by HP at Blackburn.

It measures time interval, for example, to an accuracy of one second in 30,000 years.

Which is a little more precise than man's earliest concept of time as a simple division between night and day.

Even his later awareness of the four seasons and then breakdown of the day into hours, then minutes, then seconds.

Today Region Service Manager **Ian Richards** and his staff talk matter-of-factly of one second being the duration of 9,192,631,770 cycles of the radiation associated with a specified transmission of the cesium atom.

It is realised by tuning an oscillator to the resonance frequency of the cesium atoms as they pass through a system of magnets and a resonant cavity in a detector.

"Tolerance permitted in measuring time is much less than in measuring length — about 1000 times more precise," Ian says.

You get the impression he's not unhappy that the Joseph Street lab doesn't offer a callibration service for rough-and-ready linear measurements.

Even though scientists define a metre as "1,650,763.73 wave lengths of the light from energised atoms of krypton-86," which is better than the old method of measuring from a man's nose to the tip of the middle finger of his outstretched arm and calling it a yard.

And they have the Angstrom unit which is one tenth of a millimicron or 0.000000003937 inches.

And when they're working with spectra, they get down to one thousandth of an Angstrom unit or four-thousand-billionths of an inch.

"Still pretty crude stuff," Ian says pityingly.

The HP lab is one of only five which participate in establishing Australian national time. It is the custodian of equipment used to set the time blips.

"For ordinary purposes, a blip on your tranny might be an infinitesimal corruption you would have no way of detecting but it means a lot in communications and navigation, say, when you're using a satellite to locate yourself within a metre or so on the earth's surface," he says.

So much so that the standards authorities throw in a *leap second* every six months or so to keep the clocks honest.

The HP lab re-callibrates for the armed services a lot of measuring gear when it goes out of tune.

"Not so much because equipment gets jolted around in submarines and tanks and aeroplanes but because it is the nature of everything to change," Ian explains.

"Things oxidise, lose mass, get away from the original callibration."

The lab also callibrates for voltage, both AC and DC, electrical current and resistance. ∎

Cont from p3

We visited most national parks between Melbourne and Kalbarri, 600km north of Perth, including Cape Arid on the western end of the Great Australian Bight, where the Marsh trailer bent an axle on a rather rough track.

Highlights of the parks were:

Kalbarri — inland and coastal gorges.

Nambung — pinnacles, painted desert.

Stirling Ranges — walking tracks and magnificent views.

Williams Bay — deserted beaches.

Torndirrup, Albany — rocky beaches and blowholes.

Cape le Grande — beautiful beaches.

Rottnest Island — quokkas and small coves.

We ate and drank like royalty, sampling fine Margaret River wines and delectable foods, ranging from freshly caught crayfish ($6.50 each) and a 5lb flathead speared by Andrew Marsh to magnificent creations in the camp oven from Bruce (bread) and Hans (baked apples).

Annette Neilson and I had a single thought: What a pity they don't use

● **Ian's Callibration and Repair Section colleagues: Tony Johnson, Danny Kovacs, Danny Hills (Admin), John Fuller, Margaret Penglis (Admin), Doug Hayne, Bill Cerutty, Glenn Williams, Bruce E Thompson and Rowland Crosse. Absent: Peter Burford, Jens Kuhrt and Gary Visser.**

their culinary skills at home more often?

Waist lines expanded as did the mind, Trivial Pursuit being a popular after-dinner pastime.

Contact with civilisation was via radio (CB and amateur). We were keen to learn of events in the east (rain, etc) on scheduled calls to Ian Johnston, Malcolm Kerr, Han's father and our next-door neighbor.

Three Perth HP staff — David Chambers, Ian Murray and Chris

Cantor — inadvertently strayed into our territory and were trapped by seven eager tourists wanting information about fishing spots, etc.

We took plenty of photos and are now boring friends and relatives with our travelogues.

All in all, we can highly recommend the trip to WA. It is vast, sparsely populated and beautiful. We are planning a return visit as soon as approval is granted by our bank manager. ∎

Northerners celebrate Christmas

To be Terra Australis-born is to belong to a minority group in Melbourne's EDP — by a ratio of about five to one.

As December approaches, no matter how well they acclimatise, imigres from northern climes get nostalgic for things of their youth so it was hardly surprising that someone suggested they celebrate with a White Christmas.

They did it by coming to work dressed all in white.

The two locals went along with the theme — **Judy Allan**, because she thought it was a bit of a lark anyway.

And **Brad Monsbrough**, who had just come on board as a graduate recruit and could be excused for thinking it was too early to hold out against the *northern mafia.*

That left an ex-Singaporean and an ex-Malaysian to be persuaded that, although they were born within sight of the burning equator, they should show northern hemisphere loyalties.

Amused by what they called "northern nonsense", some unkind indigenes in neighboring sections were heard to ask, "Going bowling?", "What price White Leghorns and old boilers, all alive-o?", "Is this the psychiatric ward?" and "Aren't you too old to be playing doctors and nurses?".

An even more unkindly jibe was that the *the mob* had infiltrated the Met Bureau as well and put the moz on Victoria's climate.

"Never known such crazy weather — imagine December snow near Melbourne," lamented one disgruntled indigene whose beach holiday was a dismal failure. ∎

• Pat Cooper, like all the Melbourne cafeteria staff, put in extra effort to ensure an enjoyable Christmas lunch.

CONGRATULATIONS

Lynda Hagen, New Zealand Commercial Services Manager, distinguished herself as an outstanding student in December by topping the class and earning her Master of Business Administration degree at Dunedin University.

Colleagues know how much she deserved her success, combining heavy study with a taxing job. ∎

• From left: Spiros Bourloukas (Greece), Phil Worssam (UK), Maria Lopuszynski (Poland), Geok Seng Tay (Singapore), Judy Allan and Brad Monsbourgh (Oz), Denise McLaverty (UK), Eng Hock Teh (Malaysia) and Paul Bankowski (Poland).

Married

• **Louisa Ting** to Philip Kong at Wattle Park Chalet on January 25.

Louisa, among the new intake of graduates, came to AEO at Ringwood from RMIT with a Diploma of Secretarial Studies. She had previously graduated from Monash University as a Bachelor of Economics.

Philip, also from Malaysia, is an engineer with the Road Construction Authority.

• Warehouseperson **Mike Lee** to Jane French at Ringwood Gospel Chapel on 23 November. ∎

Left: District CE Manager Phil Hunt and Southern Zone Operations Manager Warren Jones put finishing touches to Christmas decorations.

Better mailrooms

Sydney's Quality Team, recruited from Admin areas, wanted a project that would impact and assist everyone in the Talavera Rd office.

So the A-Team, as they call themselves, focused on the mail room, which was perceived as inefficient, lacking in space and unsuitable for the branch's growing needs.

Now the mailroom has been transformed. There is more cupboard space for parcels, special compartments for interstate despatch cases and little need for staff to go inside.

Maria Floro, who came from the Philippines and is combining her first job in Facilities with night-time university study, is a popular part-time post-mistress.

The A-Team did not let the commissioning of the new mailroom pass without ceremony. There was champagne and nibbles, Facilities Supervisor **Pam Tamplin** cut a ribbon and Northern Administration Manager **Muan Lim** made an eloquent speech.

The original facilitator for the A-Team was **Mike Burcher**, who gave much encouragement. The present Facilitator is **Ann Terrans**.

Those who took part in the project were **Yvonne Warner, Jann Strong, Peter Konnecke, Christine Mac-Fadyen, Rosemary Lamont, Helen O'Keefe, Sigrun Ashoff, Dianna Concon** (before she left to be married), **Cathie Johnston** and **Andrew Silvers**.

☐

Mail facilities have also been refurbished at Joseph Street where **Kathy Kershaw** is the full-time postie.

Kathy opens everything except letters marked "personal" and mail from other HP offices.

"It's necessary because people move around, or out of town, so quickly that it would be bad for an order or complaint to wait for the addressee to return," says Kathy.

"I assume that HP people writing from other offices have up-to-date knowledge of where their contacts are located."

The mailroom shift starts at 8.30 sorting and distributing telexes.

Interstate mail is sorted next and then all the rest is opened, stamped and checked, a two-hour task usually shared with Facilities Assistant **Kieran O'Reilly**.

Cheques are totalled and a figure given to Finance.

Australia Post delivers and collects from the warehouse. Sending HP staff to the post-office became too time-consuming.

Timewise, bulk photocopying is the major part of Kathy's job.

"Except in a five-bell emergency, I need at least a day's notice for copying," she advises. "Also, tell the folks the only way I can track down a missing item is if it were sent by courier or certified mail. It's impossible with ordinary letters and parcels."

Kathy had two years in the cafeteria before moving to the mailroom. Learning the job wasn't difficult. Persuading people that she had a serious side to her nature was harder.

"Always laughing and joining in **Ann Hill's** hilarious escapades fitted in with the caf atmosphere. Staff came there to relax and if you helped them in that you felt you were doing your job.

"It's just a different job specification in the mailroom. I hope I have shown I could make the change and that in due course there will be other opportunities in the company I can take up," she says. ■

- Left: Maria Floro and new mail boxes just before they came into commission.
- Right: Kathy Kershaw checks the cheques, part of her morning routine.

Graduates sign on

From 4 to 12 February, 27 new graduates from all states and New Zealand were in Melbourne for their orientation program.

Managers and graduate recruits of earlier years talked to them about such things as HP philosophy, management style, salaries, company direction, products, customers, productivity tools and internal mailing systems.

They are now back in their offices, where they started their rotation programs, looking and listening to how various sections operate and fit into a cohesive company team.

On 1 May they will formally start their HP careers.

The Melbourne rotation program has two parts. One takes new staff into areas that are project-oriented and in groups they will undertake specific projects.

The other will help them obtain knowledge skills for their first productive role in HP.

The Sydney and Wellington rotation programs will be similar but with flexibility to suit local conditions.

As one of his responsibilities, Personnel Representative **David Peake** has taken over from **Kevin Neal** as supervisor of the graduate program.

Kevin completed his busy year of secondment to the Personnel Department and has returned to his position of DCE Manager.

These are the universities and colleges where graduates were recruited and their first appointments:

MELBOURNE

Alan Colvin, Monash Uni, Sys Admin/Marketing Support.

Neil Cormick, Melbourne Uni, S/W Dev Eng/ASO.

Graeme Davie, Chisholm IT, Response Centre/AEO.

Claudio de Francesco, Royal Melbourne IT, SCE/CEO.

Brian Glasgow, Monash Uni, SSR/Sales.

Cameron Green, Melbourne Uni, SSE/AEO.

Justin Klvac, Monash Uni, SSE/AEO.

Debbie Kondelos, Monash Uni, SE/Medical.

John Lester, Chisholm IT, SSR/Sales.

Brad Monsbourgh, Chisholm IT, Anal/Prog/ISG.

Amanda Moore, Melbourne Uni, S/W Dev Eng/ASO.

Alexander Nosiara, Monash Uni, S/W Dev Eng/ASO.

Mark Pimperl, RMIT, SCE/CEO.

Joseph Puthussery, Chisholm IT, SSR/Sales.

Louisa Ting, RMIT, Admin Co-ord/ASO.

Fiona Wiseman, Melbourne Uni, Sys Admin/Admin.

SYDNEY

Bill Dimopoulos, NSW IT, SSR/Sales.

Stephen Finch, Sydney Uni, SSR/Analytical.

Anastasia Mavroidis, Sydney Uni, SSR/Sales.

David Tomas, Sydney Uni, SCE/CEO.

BRISBANE

Peter Geale, Qld IT, SSR/Sales.

Amanda Jack, Griffiths Uni, SSR/Sales.

ADELAIDE

Craig Clemens, SA IT, Staff Sales Representative.
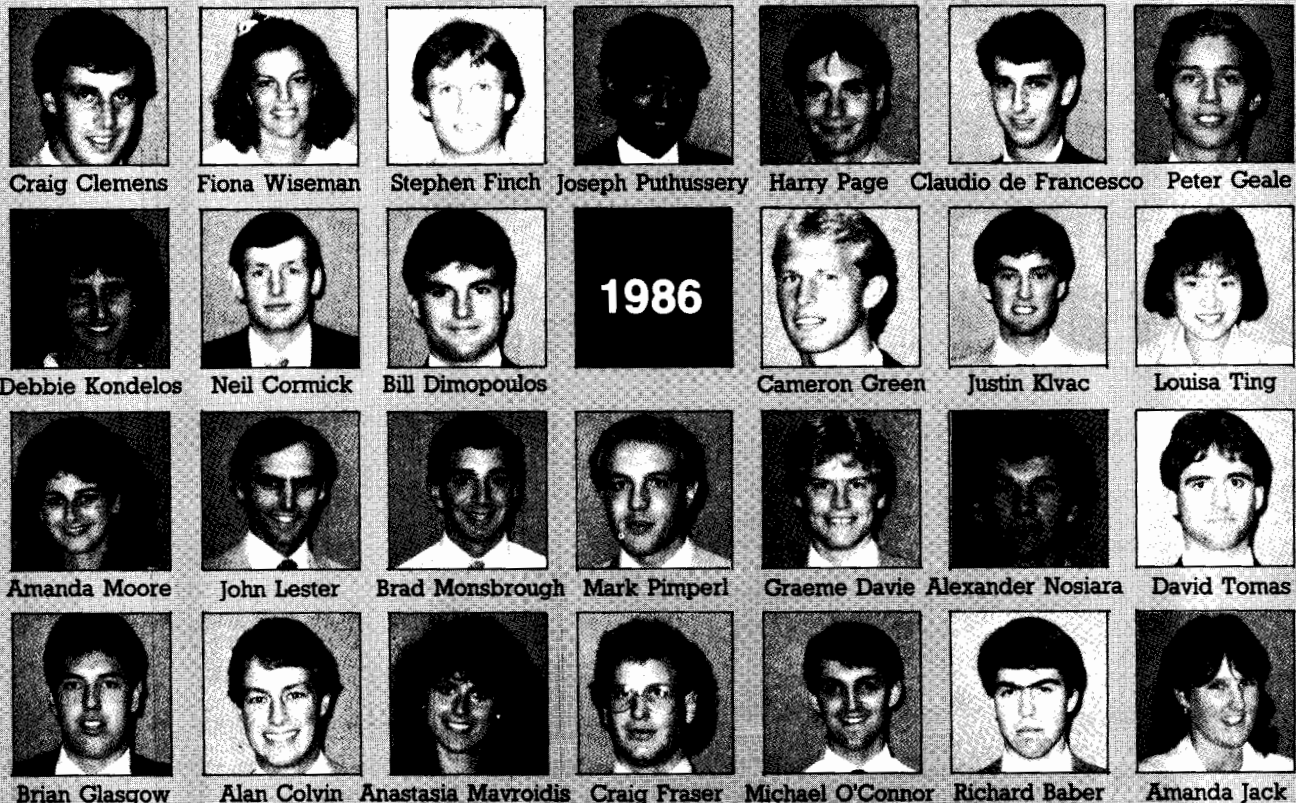
PERTH

Michael O'Connor, Uni of WA, SSE/Sales Support.

NEW ZEALAND

Richard Baber, Victoria Uni, Wellington, SCE/CEO.

Craig Fraser, Victoria Uni, SSR/Sales.

Harry Page, Victoria Uni, SSR/Sales.

Craig Clemens · Fiona Wiseman · Stephen Finch · Joseph Puthussery · Harry Page · Claudio de Francesco · Peter Geale

Debbie Kondelos · Neil Cormick · Bill Dimopoulos · 1986 · Cameron Green · Justin Klvac · Louisa Ting

Amanda Moore · John Lester · Brad Monsbrough · Mark Pimperl · Graeme Davie · Alexander Nosiara · David Tomas

Brian Glasgow · Alan Colvin · Anastasia Mavroidis · Craig Fraser · Michael O'Connor · Richard Baber · Amanda Jack

Health given a high priority

Co-ordination of a comprehensive occupational health and safety program is an extra responsibility recently given to Personnel Representative **Alison Teed.**

She will work closely with Area Personnel Managers and HP's occupatiuonal health and safety consultant, **Dr David Barton.**

Alison has been involved in one-to-one counselling but will now be adding a more strategic approach to health and safety.

Her work will extend to early reporting of problems, compilation of statistics, job design and rehabilitation.

"It is new territory for the company and so it is a challenge I welcome," she says.

"Firstly, there will be training classes for managers and supervisors in February and March but then everyone will be involved in an ongoing educational program."

Alison came to HP in 1982, starting as Facilities/EDP secretary and moving to Personnel Department in early 1983.

Out-of-office passions are skiing and travelling. Her recent fortnight's absence from Joseph Street was attributable to a sea cruise to Fiji.

□

Dr Barton, a consultant helping to design HPA's occupational health and safety program, was born in Melbourne and obtained his first medical degree at Monash University.

In the UK he specialised in occupational health, which includes industrial hygiene, safety, ergonomics and education.

Industrial hygiene covers measurement and control of hazards in the working environment, such as a recent difficulty with foam-generating equipment in the warehouse.

"The best way to handle health is to prevent problems happening," David says.

"Those doctors who see only a medical disease that pills can cure hinder rather than help. They confuse themselves and their patients by saying, 'You are cured,' and then sending sufferers back to the work environment that probably caused trouble in the first place.

"It's better to look for all the causes that could be involved. By and large, doctors have not approached employers to see if they could identify causes and whether environmental changes could be made.

"It is rarely that RSI, for instance, can be shown to have only a single medical cause. Stress in its many forms is a prominent factor and removing it, say by redesigning a job, is important in rehabilitation and helping people back to work.

"Much success is being achieved through redesigning jobs or by moving people from an environment they found distressing to one where they are happier."

David commends companies which want to rehabilitate employees and help them through their problems.

"It is business sense to retain people which the company often has trained at much expense; but it is also a generous sentiment to help employees over their hurdles," he says.

"The enlightened company takes positive steps to remove the fear of dismissal in an employee wanting to admit a need for help.

"Whether it is alcohol or drug dependence, RSI or the myriad of emotional strains that make people unhappy and impair their performance.

"Many employees are surprised at how patient and helpful their companies are when they seek help or accept it when volunteered.

"The real problems come from refusing to acknowledge they are in trouble or refusing to co-operate in programs of rehabilitation."

David is a part-time senior lecturer in occupational health at Monash University and is renovating a house at Blackburn.

His wife Anne is studying for a Bachelor of Special Education degree at Monash. They have a son aged seven and daughter aged three.

Dr Lydia Hunter, like David an associate of the consulting group, Oxis, is supervising the HP health program in Sydney. ∎

● **Alison Teed . . . duties with health program.**

● **Dr David Barton . . . looks for causes.**