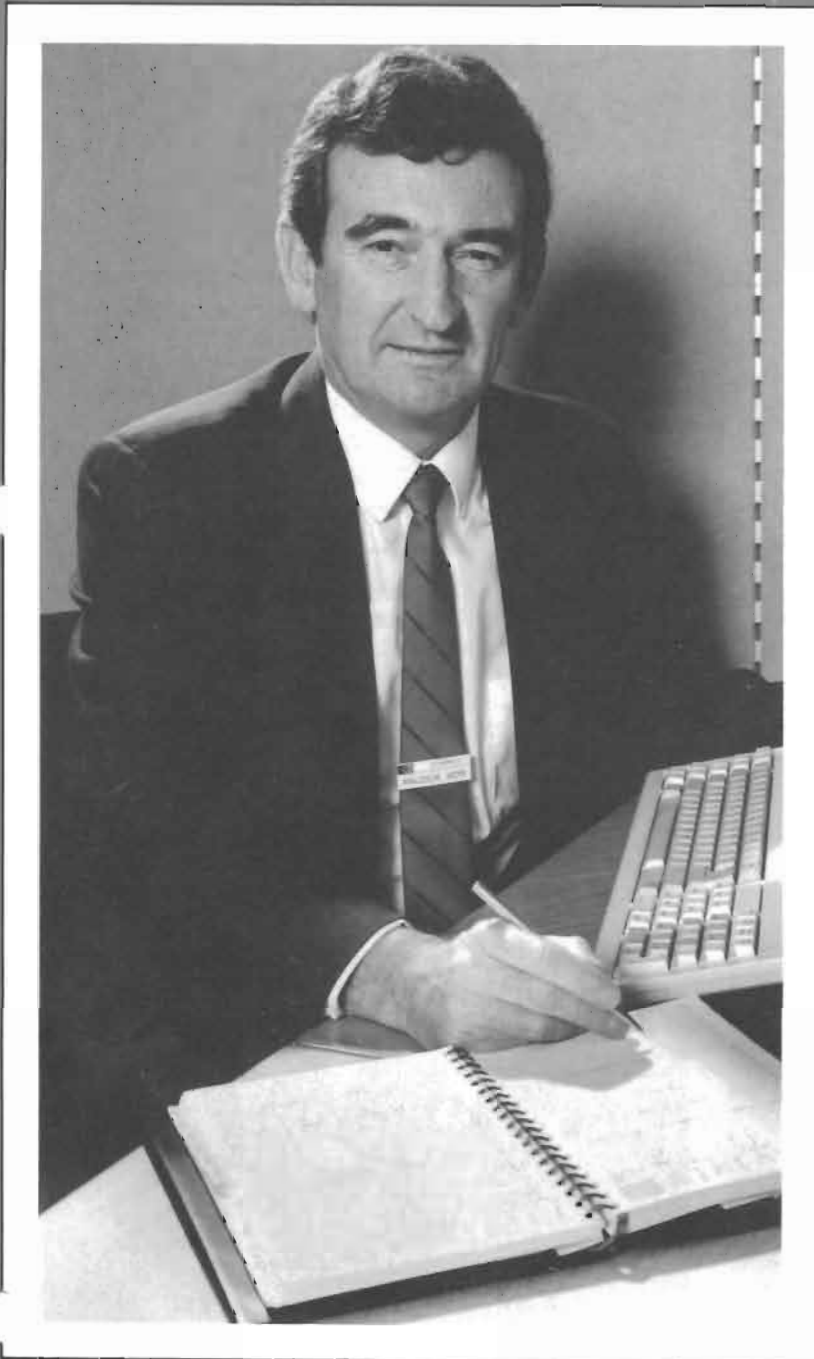


# Depth depth de

FOR HP EMPLOYEES AND FAMILIES  
IN AUSTRALIA AND NEW ZEALAND  
No 43 May 1990



- Ill-health forced Malcolm Kerr to step down in February as Chairman and Managing Director of Hewlett-Packard Australia Ltd.

His death on 18 April brought sadness to all employees.

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## Bill Hilliard is new MD

When **Malcolm Kerr** stood down at the end of February, **Bill Hilliard** took over as Managing Director. The intention was that he would hold the post for two to three years.

Bill has been with the Hewlett-Packard Company for 21 years. He joined in 1972 as a staff engineer, left in 1969 to be marketing manager of EIP Microwave and returned in 1972.

He has held successively positions as computer sales representative, District Sales Manager, Area Sales Manager, Area Computer Manager and Area General Manager.

In 1986 he became HP's Corporate Value-added Channels Program Manager, responsible for all non-direct sales programs in the Company.

He assumed the position of Director of Marketing and Business Development, Intercontinental Operations, in October 1989.

Bill has a degree in electrical engineering from Princeton University and an MBA from Harvard.

"I'm certainly looking forward to the challenge of taking up this new posting," he said when his appointment was announced. "However, Janis and I are saddened it has to be under these unfortunate circumstances.

"Malcolm was liked and respected throughout HP and will be sorely missed."

Janis has worked at HP for 15 years and was major account manager for Computerland, HP's largest account. She will work with **Bruce Marsh** in the Asia Pacific Education Service Centre team while they are in Australia.

Both Bill and Janis are keen gardeners. Bill has a soft spot for irises although he doesn't have a ready answer to "why irises and not roses or daffodils?"

At their California home they have something like 5000 irises and perhaps 500 varieties. They do all the gardening themselves.

Searching for a house in Melbourne, an adequate garden was one of the criteria given the agent. Not too big, certainly not to plant another 5000 irises, but enough to have the satisfaction of getting things to grow in another hemisphere.

Restoring old houses has been another interest. They have done four, preferring the Victorian style.

"That's an interest we shared with Malcolm. He and Barbara did wonders with their place in East Melbourne," he says.

Melbourne's wide range of good restaurants is a plus. The Hilliards like eating out. They also enjoy art, theatre and music.

Bill has played a lot of basketball, in college and establishing an HP competition in the US.

But if basketball gave him most enjoyment, his skills were more pronounced in swimming. He had the distinction of being an All-American, butterfly being his speciality. ■



• Bill Hilliard . . . looking for growth down under.

**COMMITMENT** to support was a strong ingredient in Brisbane-based Applied Micro Systems winning the HP PC and Peripherals National Dealer of the Year Award.

Company policy was "not just to deliver but to unpack, install and make sure everything ran correctly."

AMS had growth of nearly 300% cent in PC sales and 50% increase in revenue to \$9 million.

State awards went to:

- Co-Cam Computer Systems (NSW/ACT/Victoria).
- Delta Technology (Qld).
- Comsys Australia (WA).
- Computerland Solutions (SA/Tas/NT).

Ferntree Computer Systems won the Highest Peripheral Growth Dealer Award for growth of more than 200%.



• From left: Nick Debenham, Brisbane Sales Manager; Applied Micro Systems's Ian Petherbridge and Allan Brackin; and John Bieske, Australasian Sales and Marketing Manager, PC Products.

# Building a lean, keen team

**F**or the first 18 months as Northern Area Sales Manager, it was for **Shailesh Naik** "a learning experience and a process of developing a team of keen managers and sales representatives."

Shailesh was born in India and schooled in England. He worked for six years with ICI, three in England and three more in Australia before joining Hewlett-Packard Australia in 1983 as a staff engineer.

Six months later he became a sales representative and for 18 months sold basically to new business and major accounts.

One customer - Du Pont - was so pleased with his support that they didn't just write a 'thank you' letter but asked for time at a full Sydney staff meeting to tell of their satisfaction.

Shailesh looked after the Value-added Reseller Group and formed and led a New Business Group for two years. He was a District Manager before taking up his present appointment.

He describes his team of managers as "keen, aggressive, innovative and very dedicated."

They are **Toby Gawin, Gary Fisher, Richard Mansbridge** and **James Radford** in Sydney, **Nick Debenham** in Brisbane and **Dave Beaton** in Canberra.

Shailesh's support of Sydney's fitness program goes beyond mere nodding approval.

It wasn't always easy to make time but he gave a lead by joining the after-work class, working out regularly and improving his own fitness by 12 per cent, which made him one of the top three 'improvers'.

Shailesh's wife Bhavna is an Air India consultant. ■



• Shailesh Naik . . . "learning and developing".

## No pain, no gain

NEARLY a year on, it's fair to say our Sydney fitness program is well and truly established.

As an indication of its success, there's definitely no truer statement than, 'no pain, no gain.' We all have discovered muscles we didn't know existed.

Some of us have slipped into the habit of attending once in a blue moon and this will certainly not increase fitness levels.

Our top performers deserve mention, however: **Shailesh Naik** and **Mike Muller**. Each has made an improvement of 12%.

But our star performer was **Mike Bichsel** with an impressive 19%.

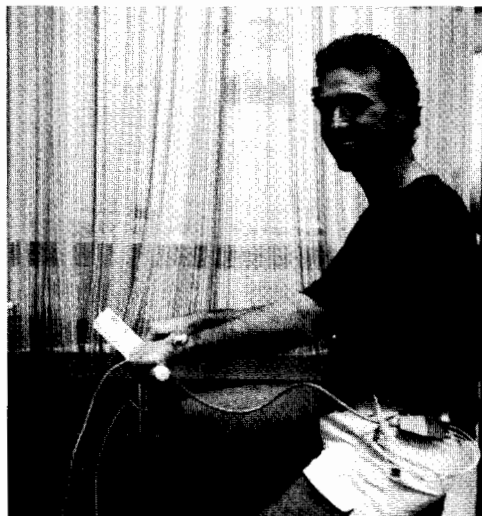
Attendances varied from eight to 24. There is no doubt that **Leanne Carroll** is a great motivator.

**Debbie Derriman** took a training course and we can now expect a variation of our torture.

We got very positive feedback from our latest retesting, with evidence of definite improvement in mental and/or physical fitness. All respondents said the program should continue.

The survey revealed that the main reasons preventing consistent attendance are 'business travel' and 'working late'. This is all the more reason to get there when it's possible, to help relieve stress and reduce risk of coronary disease.

**Pam Tamplin**



• David Merchant . . . testing for fitness.



• Leanne Carroll . . . main motivator.



• Debbie Derriman . . . 'torturer'.



# A supportive team

Colleagues give Joseph Puthussery much of the credit for developing valuable new business with Telecom through its 'intelligent building' program.

But Joseph attributes much of his success to other members of the Telecom account team, in particular Marketing Development Manager Ali Al-Tarafi.

"I owe a lot to Ali's direction and leadership," he says. "He's spent a lot of time initiating me into the mysteries of selling and encouraging my special interest in networking."

The 'intelligent building' program is based on HP's R&D with twisted-pair as a substitute for co-axial cabling.

"Most buildings already have twisted-pair cabling installed which can be used for data as well as voice," Joseph says. "Co-ax is harder to wire, more expensive and less flexible when you want to alter a wiring layout."

When electricity was replacing gas and kerosene early this century, it was usual to make do with single power points in the kitchen and living room.

When the usefulness of more outlets soon became apparent, it was costly adding circuits to an established building. Today builders are likely to equip every room and passage with at least one outlet, even if not all will be needed.

When designing a network for an 'intelligent building', the challenge is to anticipate plug-in points that may not be immediately obvious.

At present, buildings are being wired primarily for PABX and data but soon networks will, among many uses, carry video signals and enable computer control of security and environment.

It will be considered wasteful for computers just to manage payrolls and wordprocessing; they will monitor security areas, logging the identity of all who enter and leave - via the front door or to restricted internal areas.

They will also fine tune heating and cooling.

Joseph was a Chisholm Institute engineering graduate when he joined HPA at Blackburn in 1986 in Sales. In 1988 he became an SR with the Telecom team.

"I've always had an interest in networking; it has never been dull or lacked challenge," he says.

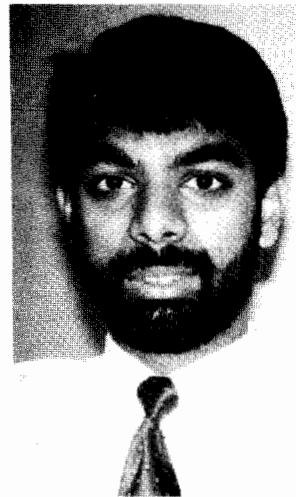
Joseph's family roots are in the Indian state of Kerala but he was born in Brunei and lived for nearly three years in Papua New Guinea. His parents are both school teachers, living in Warragul.

□

Ali came to HPA in 1987 from Telecom, where he had worked on Tran\$end (the network that links banks with supermarkets, petrol stations, etc).

He had also spent a year on Telecom research.

Born in Iraq, Ali was educated from the age of 15 in England, through to his PhD at Queen Mary College, London University. He spent a time after graduation on software development in the UK and Iraq and lectured at Glasgow University.



• Joseph Puthussery.



• Ali Al-Tarafi.

He played soccer and cricket in England.

"I'm not faulting Australia but a lot of the UK rubbed off and I have to admit to a sneaking regard for the MCC when they play here," Ali says.

"Also, I'm not faulting Melbourne but Aussie Rules hasn't weaned me away from soccer.

"What I really enjoy, though, is wandering the countryside. Its dry beauty, particularly in South and West Australia, reminds me of Iraq."

His wife Layla and a son, now 10, accompanied Ali to Australia. A daughter, 6, was born in Melbourne.

"No split loyalties there," says Ali. "She's an Aussie through and through." ■

## Help for blind

From New Zealand we have news of our HP ScanJet helping blind people read.

With Calera software, it converts text by optical recognition to ASCII data; then a computer gives an audio read-out through its speech synthesiser.

Thus completely blind people can 'read' reports, newspapers, etc.

For partially sighted people, characters can be blown up to a size on the computer screen that they can decipher.

Or presented in colors that enhance visual recognition; or converted directly to braille.

Peter Romeyn, Auckland Branch Sales

Manager, made a persuasive submission to the HPNZ donations committee. A ScanJet was given for research to Vic Sinclair, national adviser, vocational services, to the New Zealand Institute of the Blind.

Vic describes the hardware as "in cost, very realistic and affordable; it opens up employment possibilities for visually impaired people."

All-up cost for scanner, software and computer board is about NZ\$7000.

Peter remarks: "HP's donations are not made to create sales opportunities but so far six ScanJets have been ordered through the dealer network to assist blind people." ■

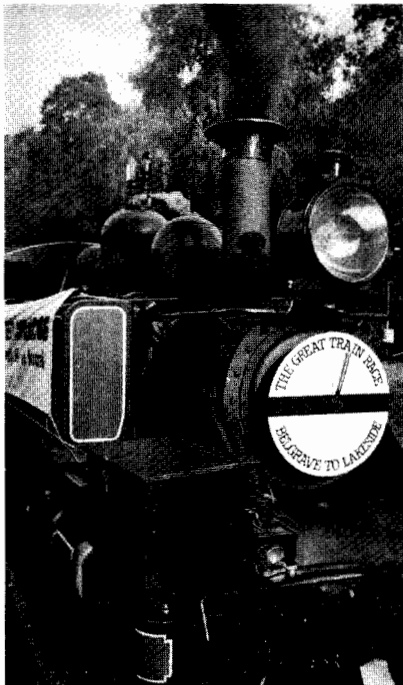
# Puff, no huff

Hills echoed on 29 April to sounds of The Great Train Race - the hiss of steam of Puffing Billy and the puff of 1000 runners racing it from Belgrave to Lakeside.

No matter that most lost to the train; no one was in a huff over that because it was for a worthy cause.

Runners and spectators alike were supporting the Puffing Billy Preservation Society, volunteers who run the popular tourist attraction.

HPA was a co-sponsor and an HP team competed. They didn't win prizes. In fact, most were coy when asked if they beat the train. It was triumph enough, they said, just to finish.



HPA had good promotion. Our banner on the engine was seen by 2000 who patronised the train and thousands more watching from trackside. Cameras clicked constantly.

Control was firm. At level crossings, Puffing Billy had right-of-way. Rules were explicit: *Anyone who ignores directions will be disqualified or run down by the train.*

The PBP Society welcomes volunteers - in administration, ticket sales, train staffing and restoration of locos, carriages, track and buildings, coaling and cleaning and in lineside beautification.

Enquiries: 754 6800. ■



• Mark Berends (Blackburn), Peter Shaw (Abbotsford), Ian Brown, Bruce Marsh and Stephen Owens (Blackburn) . . . fresh and optimistic (before the start).



• Tracey Finnerty (Blackburn, left), Glenn Claiden (Abbotsford), Steve Klos, Michael Cartier and Stuart McKenzie (Ringwood).

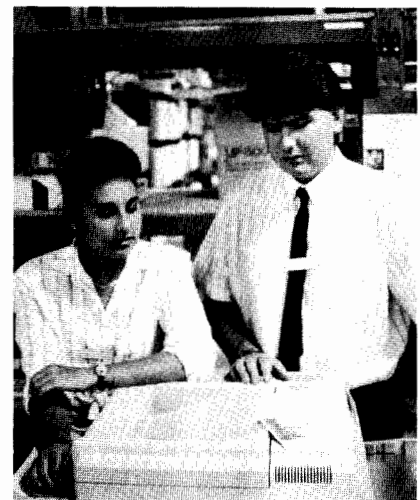
## Career switch

Four years after starting with HPA at Rosebery as a junior secretary, **Elissa Kranitis** has changed course with her move to North Ryde as a trainee service technician.

In between, she was a service co-ordinator so had a fair idea of what to expect as a technician.

"It's much as I imagined but I didn't realise how heavy the boxes are. I've been growing muscles on muscles," she says.

"Still, the men give a lift when needed. They're good, they're really supportive." ■



• Elissa and CE Rodney Vardanega.

Computer  
Museum

# Settled in at Trenerry

Order has come to Trenerry Crescent faster than Southern Area Business Manager **Tim Proust** was expecting.

For a while there were the annoyances of coming to terms with a building that had not been previously occupied.

Some situations required habits of the past to be changed to adjust to the physical characteristics of the building; other times it was possible to make the building accomodate established practices.

Traps of the locality had to be discovered - like the deep gutters that scrape exhausts as unwary cars turn out of feeder streets into Trenerry Crescent.

With the passing of summer and the arrival of milder autumn weather, nearby Dight's Falls became even more popular as a lunch-time rendezvous.

Yarra Bend Park, just a stone's throw away, has been voted a bonus by joggers; and golfers find its two courses an attraction before and after work.

"Everything now has a buzz to it. I think we felt

that the transition was pretty much complete when the cafeteria started a full service rather than the makeshift arrangement of the first three months," Tim said, reviewing events since the 22 January move-in.

Tim came from Sydney late last year to prepare for Abbotsford. He was "Sydney-born and bred". He had been with

HPA for eight years. Previous jobs, all in sales support environments, were with Olympic Tyre and Rubber and, as contracts supervisor for airport navigation, with AWA.

Incidentally, he pronounces the family name as P-r-o-o-s-t, not P-r-o-w-s-t. "It reveals our French origins," he explains.

But his own roots are deep in Australia. It's a bit remote but part of his pedigree is that his dad's uncle played Rugby League for Balmain.

What better credentials for a Balmain boy?

Tim's team comprises **Carol Donaldson** (Secretary), **Ben Bramble** and **Julie-Ann Ladd** (Facilities), **Wendy Hazeldine** (Receptionist), **Peter Simpson** (Demonstration Inventory Co-ordinator), **Michael Holmes** and **Mike Lee** (Kit Store Co-ordinators) and **Jamie Koukemides** (Materials Handler).

Office Administrators, **Fiona Cleland** (Perth) and **Angela Marshall** (Adelaide) also rely on Tim for advice on administration matters such as property management, cars, etc. ■



• Tim Proust . . . with a French connection.



• TOP: Mike Lee (left) and Michael Holmes.

• MIDDLE: Jamie Koukemides (left) and Peter Simpson.

• RIGHT: Wendy Hazeldine (seated), a 'Bomber', and 'Blues' fan, Carol Donaldson.



## • • LETTERS • •

In its March issue, Depth said I supported the Essendon Football Club.

This has attracted the odium of friends and business associates, who now regard me as a person of poor judgement and erratic behaviour.

I will go to the grave as a loyal and devoted supporter of the great Carlton FC.

What sloppy journalism?

Depth, lift your game.

Carol Donaldson  
Abbotsford

In its March issue, Depth said I supported the Carlton Football Club.

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What sloppy journalism?

Depth, lift your game.

Wendy Hazeldine  
Abbotsford

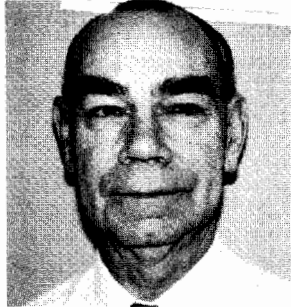
# Strong Sydney back-up



• Pam Tamplin.



• Rosemary Lamont.



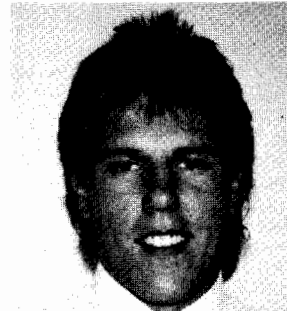
• Frank Thebridge.



• Jean Richardson.



• Trudy Edghill.



• David Leslie.



• Nathan Holdforth.



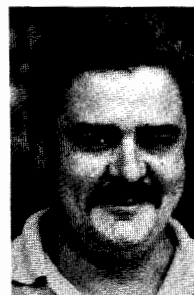
• Edward Gaal.



• Dennis Portlock.



• Kathy Pavek.



• David Thompson.



• Les Jackson.



• Richard Chan.

Credentials for **John Evans** joining HPA in 1965 were 23 years of Army service in logistics.

He had transferred from the British Army to the Australian Army two years earlier, bringing a young wife, Barbara, from the UK.

John is Northern Area Business Manager.

Nine years later, Barbara came to work at North Ryde and is AEO Training Co-ordinator.

John is proud of his Admin team. He says: "It's an

indication of the strong teamwork in Sydney that sales staff acknowledge the help they get from Support.

They are first to say a successful sale is influenced by how customers are treated at the switchboard; by the way the warehouse expedites shipments; indeed, by the attitude of all

of the various people who give back-up." He adds:

"They don't need pushing. I came in one morning at 7.30 and found a number had been here all night helping New Business complete a tender. They saw a job to be done and made their own decision how to handle it."

John's Sydney team comprises:

**Trudy Edghill**, Secretary; **Pam Tamplin**, Facilities Manager; **Frank Thebridge**, Maintenance Supervisor; **Katherine Pavec**, Facilities Co-ordinator;

**Les Jackson**, Warehouse Supervisor; **Dennis Portlock**, Service Co-ordinator; **David Thompson** and **Annabel Shortte**, Kit Co-ordinators; **Nathan Holdforth**, Demonstration Co-ordinator; **Geoff Marshall**, Materials Handler.

**Richard Chan**, Sales Co-ordinator; **Yvonne Warner**, Accounts Payable Clerk; **Edward Gaal**, Canteen Supervisor.

**Marnie Shea**, Technical Librarian; **Rosemary Lamont** and **Jean Richardson**, Receptionists at North Ryde; and **Mary Bannister**, Receptionist at North Sydney.

**Max Bichsel** and **David Leslie**, Computer Operators. ■



• John Evans . . . doesn't have to push the troops.



## A sad time for HPA

On March 1 noticeboards in all Australian and New Zealand offices carried the news we all were hoping would not come.

Malcolm Kerr had made the decision to stand down in the best interests of the company.

For several months it had been a difficult time for Malcolm, his wife Barbara and sons Andrew and Nicholas. It had also been a time of deep reflection for him to consider his priorities.

As with any form of cancer, the prognosis was uncertain at the best but early signs were that Malcolm was responding positively to a new line of chemotherapy. However, over Easter his condition quickly deteriorated and he died on 18 April.

On several occasions leading up to his death, Malcolm asked that his thanks be passed on for all the support he had received in recent months. This included hospital visits and a flood of phone calls, letters and cards.

Barbara also expressed deep appreciation of the friendship that had been extended to the family before and after Malcolm's death.

The funeral was attended by family - including the parents of Malcolm and Barbara - friends and close associates, some of whom had worked with him at Sample Electronics as well as HPA.

Four days later, a 3.30 pm memorial service was held at the Yarra Theological Seminary in Box Hill.

The seminary chapel was filled for the service, conducted by Monsignor Gerald Cudmore, of St Bede's Church, North Balwyn. Girls of the Australian Children's Choir sang to organ accompaniment in appreciation of help Malcolm had given them.

The second service gave HP employees at Blackburn, Abbotsford and Ringwood, and several who came from interstate, an opportunity to pay respect to an admired colleague and friend; and to speak their sympathy to Barbara and Andrew.

Nicholas had returned to Rockhampton to continue first year university studies.

Many customers and vendors, who looked on Malcolm as a friend as well as a trusted business partner, also attended.

Earlier in the day, Alan Bickell, Vice-President and Director of Intercontinental Operations - and Malcolm's friend of 23 years - planted a memorial tree in the Joseph Street grounds.


Alan said at the memorial service that his career and Malcolm's had been intertwined since they were together in the team that started HPA.

He saw Malcolm as a true international pioneer who travelled the world but kept his vision as an Australian and his heart always in Australia.

In the US, he had been given the challenge to market HP's first computer, an unproven product requiring his great selling skills to persuade the market to accept it.

"He knew our products well, he tinkered, he knew what he was talking about and he could make a sales call along with the best," Alan said.

## Eulogy to Malcolm . . . true



In Australia, New Zealand and beyond, HP people were reaching for words that would adequately express the appreciation, admiration and loss they felt at the death of their friend and leader. Then to a sorrowing group of family, friends and close associates at the funeral service, Acting General Manager BRUCE THOMPSON said what everyone wanted to say. This is his moving tribute.

Let me begin by recalling the words of Theodore Roosevelt when he spoke of courage:

"The credit belongs to the man who is actually in the arena, who strives valiantly; who knows the great enthusiasms, the great devotions, and spends himself in a worthy cause; who at the best knows the triumph of high achievement; and who at the worst, if he fails, at least fails while daring greatly."

MALCOLM JOHN KERR was born to John and Joan in Wollongong, New South Wales, in 1940. Even at a very early age, in fact in his primary school years, we were able to gain some insight into the interests which would be so influential in shaping his life.

His early hobbies included science and astronomy, and he used to set up his own mini laboratories in his spare time, and manufacture all sorts of gadgetry.

During his teens, Malcolm began to exhibit some of the personal characteristics which provided the foundation for his great successes in later life. He was developing a competitive spirit and a will to win through his sporting endeavors.

He became a keen cyclist and swimmer and began to understand that personal sacrifice and determination to do your best were essential winning attributes.

He earned a second place in the NSW State Cycling Championships and was swimming in world class company while training with the Australian Olympic swimming squad in the late fifties.

Later Malcolm was combining both his propensity to tinker with gadgetry and his winning spirit and determination to achieve success in motor racing, particularly in hill climbing and rallying, where he stretched his nerve and his souped up VW to the limit in winning numerous trophies.

Throughout his life, teamwork and partnerships were of vital importance to him and the most important had its beginnings at a dance in Canberra in 1960. At this time, Malcolm met Barbara.

The synergy of this partnership was not immediately obvious that night because Barbara had a gold medal in ballroom dancing and Malcolm couldn't dance a step. She was, however, beguiled by Malcolm whom she saw as "a genuinely nice, considerate and caring person."

They were engaged after one year and married some year and a half later. These were not easy times for the couple; they were the days of the 1960s credit squeeze and Barbara recalls that at the time of their marriage they had \$48 in cash and four years of payments to go on the VW.

At this time, after working with the PMG since 1955 and gaining his Engineering Diploma, Malcolm had been putting his early childhood interests and hobbies into practice by working as a technician with the ANU School of Physical Sciences at Mt Stromlo Observatory.

In 1964 Malcolm joined Hewlett-Packard's distributor in Australia after an interview with John Warrington. In his early days at HP, he was exhibiting the great personal drive, creativity and enthusiasm which he carried with him as personal hallmarks right through his career.

These were pioneering days in the company and Malcolm was HP's first computer sales rep in Australia. The ingredients of personal sacrifice and determination, which made Malcolm so successful as a sportsman, were again coming to the fore as he was almost single-handedly trying to put HP on the map as a computer company in Australia.

Barbara recalls that Malcolm used to sit up at night reading computer books (she remembers one titled, "Teach Yourself Programming") and gave up many weekends in order to achieve the high goals he had set himself.

At this stage first son Andrew was on the scene and Malcolm and Barbara would set up a playpen for Andrew in the office on weekends so that the family could be together while Malcolm continued his work.

His dedication brought continued success. In 1973 Malcolm accepted promotion to the position of Marketing Manager for Computer Systems, based in America and responsible for Latin America, Africa, Japan, Far East and Australasia.



# friend and respected leader

Later he and his family moved to Singapore, where he was General Manager, and in 1980 he was appointed Region General Manager for the Far East, based in Hong Kong.

He returned to Australia in 1985 as Managing Director of the Australasian operation and continued in this role until February this year.

Of course, during this time his sons Andrew and Nicholas, of whom he was so very proud, were growing up to be the fine young men they are today. They recall that in their early teens their dad encouraged them to strive with determination to succeed.

They recall also that he was not really concerned about the particular endeavor they chose as long as they did their best.

Both have followed largely in their father's footsteps; they swam competitively for their school, combining determination, a will to win and leadership qualities. Andrew became vice-captain and Nicholas captain of the school swimming team. The lesson of personal sacrifice has not been lost on either of the boys, both being familiar with the discomfort of a 4.30 am rise for swimming training.

Malcolm was a firm believer in the importance of a sound education upon which to build a career and to provide a contribution to our country and our future and our children's future.

In this regard he has been justifiably proud of his sons' achievements, with Andrew completing his Science Degree this year and soon to commence Honors; while Nicholas is in the first year of an Engineering Degree.

Both Andrew and Nicholas remember fondly the influence of their dad. They were always encouraged, but never felt under any pressure to perform beyond their ability. They felt that Malcolm would try to help them whatever they wanted to do.

Malcolm was indeed a very influential person. Throughout his career he has been able to influence people through his personable, friendly disposition, his ability to listen and understand other viewpoints, and his ability to impart his wisdom, knowledge and vision of the future in a compelling and encouraging way.

Even people with whom he had only fleeting contact have been influenced significantly. One such person wrote to Malcolm recently saying:

"The purpose of this note is to offer my prayers, support and gratitude. The quiet breakfast job interview held some years ago impacted significantly on my assessment of what was important in my life. The breakfast remains with me as a turning point in what has developed as a rewarding career. You need to know that your contribution to people who just brushed by you was as important as to those you managed."

Malcolm's ability to work with and understand other people irrespective of their race, religion or background has always been an enormous strength. When working overseas, particularly in the Far East, he always had the utmost respect for the indigenous people. He would try to understand their cultures and their ways and live within this framework, rather than attempt to change it.

Back home, he has been a strong supporter of our Equal Opportunity and Affirmative Action programs within the company.

In recent years he has made an enormous contribution to our company in Australia and New Zealand and indeed a contribution to our society.

Civic and citizenship responsibilities were important to him, not merely in the passive sense of obeying laws and living within society norms but in an active and determined way by changing things for the better, and improving the quality of life for our future generations, both culturally and economically.

Malcolm was the instigator of a program known as 'Choices', which is an innovative scheme designed to give secondary students more realistic career options and which has won the official endorsement of the Ministry of Education.

During 1987 he was on the working group on Education for Science and Technology and served on the Aerospace Electronic and Scientific Industry Council.

He was on the Board of Directors of the Melbourne Theatre Company and was a trustee of the Committee for Economic Development of Australia.

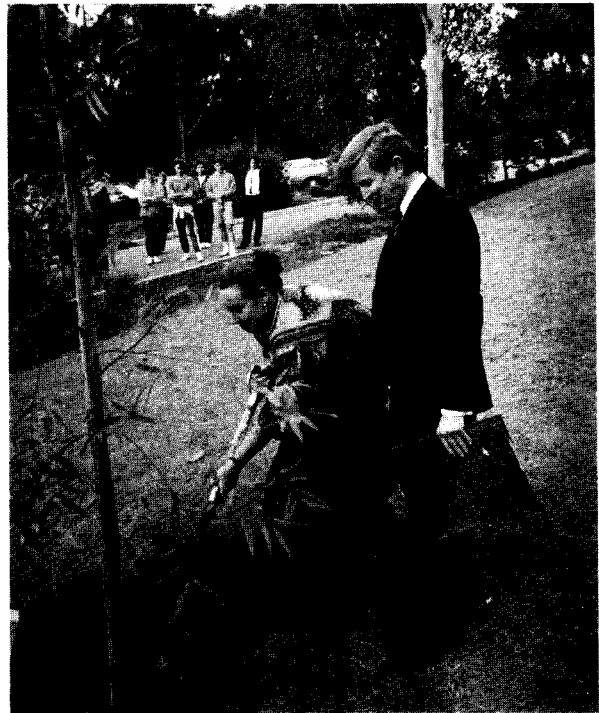
It was a privilege for each and every one of us to know Malcolm. His courage, his strength of character and his fighting spirit right to the very end have been an inspiration to us all.

To Joan and John, his parents: you can be immensely proud of your son.

To Nicholas and Andrew: your father left you a truly great legacy; be proud of him and walk in his footsteps.

For Barbara, there are so many treasures that you can hold so close. Malcolm was a man of courage, of vision and the embodiment of all that is good. His courage will carry you through these days.

He truly was a man among men.



• Alan and Barbara plant the Malcolm Tree.

"He was open, friendly, someone who could attract good people to our organisation and then give them the freedom to do their thing.

"He was really an exceptional individual, straightforward and sincere. There was never anything really hidden, everything was up front. We have prospered through the contributions of people like Malcolm and their families.

"Malcolm was a fine friend, a wonderful colleague. He set a standard for all of us. He was someone we were proud to know."

Others who spoke were **John Warmington**, HPA's first Managing Director and still a director; **Bruce Graham**, Corporate Development Manager for HPA; **Bruce Marsh**, Manager of the Asia Pacific Education Services Centre; and **Professor John Rose**, head of the University of Melbourne's Graduate School of Management and an HPA director.

A book would be needed to contain all the spontaneous tributes - spoken, written and faxed - that came from around Australia, New Zealand and overseas.

Those that follow are only a sampling, some softening sadness with humor - as Malcolm would have had it - and all with grateful memories of happy times spent together.

**JOHN WARMINGTON:** *The past weeks leading to the death of a dear friend have been sad for all of us at Hewlett-Packard and others associated with us, customers and vendors alike.*

*Twenty-six years ago, Tom Cottle, as Sales Manager of Sample Electronics, asked me to interview a young man in the thought that he might be the right material to add to our then small staff. I well recall the rather nervous and immature Malcolm of those days but the interview went well and within a few weeks he had joined us in*



>>

# TRIBUTES

>>

Melbourne from the Mt Stromlo Observatory (with little, I might add, in the way of incentives compared to today).

It wasn't long before he headed back to Canberra to return with a new bride, Barbara, who was to support him strongly in all that he attempted.

Malcolm will be long remembered for a highly successful business career, coupled with a courageous fight against illness. He was an inspiration to all of us.

**BRUCE GRAHAM:** Malcolm had a real sense of purpose as an Australian. Many times he spoke of the need to leave a legacy.



He wanted to make a contribution to education, especially in science and engineering, believing education was one foundation for long term personal and national success.

He believed in the concept of lifelong education and self-development. He gave leadership to 'Choices' and supported engineering scholarships for young women.

He saw Total Quality Management as a goal for HP and for Australia. Mt Stromlo astronomers had impressed him with their reputation as world-class contributors. He wanted us to contribute in other fields at the same level of excellence.

He established a systems integration centre which produced many innovative solutions for HP's technical computer customers. He supported HPA's R&D program and led the Australian electronics industry to a commitment to exports through the Partnership for Productivity program.

He also dedicated himself to implement the innovative Joint Venture with Telecom.

Malcolm had determination, tenacity and a long-term view. He has left his legacy as a fine Australian.

**JOHN ROSE:** Malcolm was naturally curious, searching for ways to expand his knowledge of others, with an interest in the progress of young people, of students, and with the discoveries of science. He made a commitment to education and life-long learning, to his family, to the people he worked with and to the wide community.



He encouraged creativity and quality in the Arts and Sciences.

He had a special interest in how the creative drive within individuals could be combined with the discipline necessary for effective performance. Perhaps it grew from his own achievements in sport or being a successful professional manager with one of the world's leading corporations.

But I saw these interests as a natural extension of his sensitive intelligence.

Malcolm reached out widely into the community. Many in the schools, colleges, universities and performing groups in theatre, dance and music have benefited from knowing him and from his encouragement.



• Barbara and Andrew and the tree that will grow near the eastern entrance.

**BRUCE MARSH:** Tom Cottle at Samples believed sales staff should spend a few months doing service to get to know products and customers.



Malcolm would happily have skipped the experience after accidentally mixing two boards in the first of the digital voltmeters we sold to CSIRO. There was smoke, then flames, then a six weeks' wait for replacements.

Colleagues discreetly didn't mention the incident or brandish the charred remains . . . at least not more than four times a day.

Through the years, he would wince but enjoy the retelling of the incident. He knew how to take a joke. Actually his flair for innovation recovered the situation and won over CSIRO's Chris Billington, as a friend and customer, and some very large sales resulted.

He came to Samples owning a VW (Barbara only recently revealed the finance company owned much more than he did). It was progressively hotted up to run impressively at speed but needed a team to push start it each evening.

Then, qualifying for a company car, he persuaded John Warrington to approve a slick Cortina GT when everyone else submitted to a sluggish Hillman Minx or Mini Minor . . . a tribute to undoubted powers of salesmanship and perhaps explaining how he visited an incredible number of customers in a day.

Dick Graf at ANU was only one of many impressed by Malcolm's technical knowledge and energy; he said it was what attracted him to join HPA as first Canberra manager.

**HANS NEILSON,** Managing Director of HPNZ: Ask me of Malcolm Kerr and I think of his determination and integrity, his willingness to compete, to make a contribution at all times and to beat his illness, the trust he placed in all of us, his willingness to help and participate and the desire to see all of us successful.



Malcolm had a vision for HP Australia and New Zealand - a stronger, respected and successful entity within HP - and this he achieved.

He continually spoke of leaving a last-

ing legacy and this he saw as the quality of the people in the company.

He had great concern for Australia and New Zealand in terms of their political and economic futures.

He wanted to help change and improve the quality of life that each of us experiences and I think knowing Malcolm at a personal level did this.

From him I learned a valuable lesson - to always be prepared, to always know what you want to do, to have a goal and purpose in life.

All New Zealand employees and our Board of Directors - Sir David Beattie, Jonathan Crawford and I - hold warm memories of Malcolm's contribution to HPNZ, at a business and friendship level.

Our sympathy goes out to Barbara, Andrew and Nicholas.

**GEOFF WINDSOR,** Region Personnel Manager: Perhaps Malcolm's greatest contribution to HPA was his development of team spirit. When members of the Hewlett-Packard family from around the world assemble for training courses or other events, those from HPA display a grasp of the importance of teamwork that is recognised as a standard to aim at.

He taught his senior managers the importance of everyone seeing themselves as contributing something to a team effort and constantly encouraged them to spread this concept throughout the company.

**DAVID BEANLAND,** Director of RMIT:

I express the sorrow of the many staff members who were privileged to know Malcolm and are grateful for his role in Hewlett-Packard donating work stations and software as the core of the HP Artificial Intelligence Laboratory.

Part of HP's mission is to be significantly involved in community support projects but even in this environment it took a person of great determination, clarity of vision and persuasion to convince this organisation that a concept as costly should take a high priority.

He saw the laboratory as important in





• Mourners line the path to watch the planting ceremony.

developing the technological capabilities of the people of Victoria and the nation.

Malcolm impressed my predecessor, Dr Brian Smith, the members of our computing community and me as a person of inner worth and strength, friendly to all he met, interested and caring. There is no doubt that his approach to his fellow employees was reflected in their relationship with clients such as us.

'Statesman' is a description that does not come readily to mind when I meet many leaders from academia, government or industry. Malcolm Kerr wears the accolade most comfortably.

**BEN BRAMBLE**, until recently Catering Supervisor at Blackburn: Malcolm was truly egalitarian. He didn't send anyone for his sandwich, taking his place in the queue and trying to find correct money to make it easier at the till.



A nice thing happened last year. He was ill and chief executive officers are always busy; but he made time to spend 20 minutes counselling and encouraging students from a local school whom he found in the kitchen getting work experience.

**DANNY KOVACS**, Service Technician, who worked with Malcolm at Samples and HPA: He had an iron character. If he promised something, he never disappointed you. He wrote things down so he didn't forget. He didn't change with his success; as Managing Director he was just as friendly as he was at Samples.



**JOYCE THOMPSON**, for five years secretary of the Melbourne Social Club: Everyone was a person, never a number, to Malcolm. As the company grew and the intimacy of every-one meeting around the coffee machine was hard to maintain, he saw the value of the Social Club in sustaining a family spirit. When in town, he never missed a dinner dance, picnic or HP football match.



Once someone opened a gap for him in the morning tea queue and I said, "Hey, you can't do that, even though you're foreman material." How many top bosses would grin, retreat to the end of the line and take no offence at the ribbing? He had authority and natural dignity but didn't stand uppishly on either. He was a really lovely person.

**JIM WATSON**, CAM Manager, long-time friend who came from Sydney for the funeral service: The pool we all swim in was made larger by his presence. I will remember him for many things . . . the things he said . . . the things he did. What will always



stand out strongly is that no matter how busy he was, or how large the issues, there was always time and genuine concern when 'people' issues were concerned. He really cared.

**ROSE-MARIE TODES**, until recently Affirmative Action Officer: Malcolm was strongly committed to AA because, as a genuinely caring person, he opposed discrimination against women in employment or career advancement. He saw it first as a matter of fairness, then as an economic necessity as industry faced an increasing shortage of skilled employees.



We all mourn the loss of his warm, honest and friendly personality.

**JANET KARIN**, Artistic Director of the National Capital Dancers: Last September the airline pilots dispute was raging and Malcolm was experiencing the debilitating trauma of chemotherapy. Sadly, we felt he would not see the results of HPA's sponsorship but he had other ideas.



I'll never forget his triumphant, vibrant smile as he hosted our gala premiere after a tortuous journey by light plane and taxi to Albury, Cooma and Canberra.

His sympathy for our aims had enabled us to commission two contemporary works. I

was fascinated by his perceptive reaction to the new program, showing an insight and enthusiasm for dance theatre and minimalism as well as for classical ballet.

Generosity of spirit and sympathy for creative endeavor marked Malcolm as a truly cultured man. We feel privileged to have been associated with him.

**LI JIANXIONG**, Xinhua Newsagency, Beijing: Malcolm was a genuine friend of Asia - whether showing his kindness to Chinese, Indians, Thais or Malaysians in their own countries or in his.



Zhang Huchen and I will ever be grateful to him for funding studies for us in Australia; but even more for the friendship he extended during our visit. News of his death has saddened us greatly.

**IAN MURRAY**, Perth Branch Sales Manager: Branches were always delighted to see Malcolm because he had the ability to relate to us individually. His visits were so much valued by everyone in the team. It was never thought that he was more



comfortable with any one part of the company than another.

On his last trip west in November to tell us about projections for FY90, it was obvious he was ill but he didn't spare himself. He played an important role with a number of accounts.

He was able to muster resources to do an extremely good job at a meeting with the Rural and Industries Bank and help close a very large order. He also hosted a lunch with Hamersley Iron and was a jovial guest at an HP staff dinner.

We were impressed also by the great back-up that Barbara gave Malcolm by accompanying him on long journeys - not only in support of a husband whose strength needed to be conserved but also in support of HP, the company that meant so much to him.

**JOHN KLIMCZAK**, Region I/T Manager: Just weeks away from his death, Malcolm displayed his keen analytical mind and curiosity by declaring that computers could help nurses plot and interpret blood tests better than by manual methods.



In chemotherapy, there is a critical relationship between white cells, red cells and platelet counts, requiring constant monitoring and, until Malcolm's intervention, laborious manual plotting of an immense amount of data.

He had us chase up hardware and likely software, do some quick tweaking and deliver to St Vincent's Hospital.

I feel he wasn't thinking it would help himself but nurses and patients who would follow him in intensive care.

Charge Nurse **Michael Roberts**: "It's absolutely stunning. It eases paperwork, is more accurate and we spend more time working as nurses rather than clerks.

"We'll use it also for computer-aided teaching. Malcolm was a wonderful patient. He has his own memorial now in St Margaret's ward." □

Computer  
Museum

## Brisbane in first JV sales

Queensland has been the trail-blazer for the Joint Venture between Hewlett-Packard and Telecom, making its first sale to the Queensland Police Department and following this up by winning the tender to outfit the Totalizator Agency Board, which has 200 offices throughout Queensland.

Branch Sales Manager **Nick Debenham** says: "The Joint Venture has opened up significant opportunities for us. The time and enthusiasm we applied to it have brought results and we look forward to developing even better sales."

Nick moved from Sydney to Brisbane in June, 1988, and says he is excited by the challenge it is offering.

He was born in Tasmania and spent most of his infant years in Mary Kathleen, the town built specially to mine uranium. His father was manager of the mine.

When he became managing director of Australian National Industries and moved to Sydney, Nick attended Sydney CEGS and graduated from Sydney University with an engineering degree.

He worked for a year with Shell, two years as an English teacher in Japan, travelled the world for a year, spent four years as an engineer with ICI and joined HPA in 1983 as a staff sales engineer.

He won a President's Club award two years running. Not only did he meet **John Young** but with his wife Annette played tennis with him.

"It was a much more civilised encounter than the knock-em-down scraps I've had with **Bob Robertson**," Nick recalls. "Bob won't like being reminded but I've got a good ratio of wins over him. And **James Radford**, too."

Bob is National Business Manager Computer Systems and James is PC Group Manager, Northern Area. ■



• Brisbane office will move from The Gap to Milton, within sight of the CBD and overlooking the Brisbane River. SR Tony Beaton surveys a hole in the ground in Coronation Drive that should be a new building by late November.



• Nick Debenham with Lord Mayor Sallyanne Atkinson when BCC deal was signed.

### HP wins with CADD

LATE last year HPA won a tender to supply the Brisbane City Council with a Computer Aided Design and Drafting system and helped to train 150 council staff.

The system will be used to design roads, stormwater drains, sewerage, water supply, traffic flow, parks and buildings.

It will also assist with architectural design and analysis.

The Lord Mayor **Alderman Sallyanne Atkinson** said the system would revolutionise methods the planners now use.

Planners could see the completed appearance of a project and its effect on the surrounding landscape.

They could design for existing conditions and also predict what parks, roads and other public

works would look like in 20 year's time.

They could survey potential sites and overlay proposed projects to see their harmony with the surrounding landscape.

The complete system cost more than \$2 million. It is expected to save Council \$4.2 million in the next five to six years.

HPA's contribution was 37 HP9000 Unix workstations, networked through HP ThinLAN.

It is believed to be the largest tender to be called by a local government authority in Australia.

BCC administers one of the largest municipalities in the world.

It has a budget bigger than for all of Tasmania.

Sales Representative **Tony Beaton** services the BCC account. ■

## John's a winner - at work and at play

Negotiating ramps, lifts, rough terrain, narrow openings and obstacles in confined spaces is something people in wheelchairs have to learn . . . along with mastering many other challenges that only they understand.

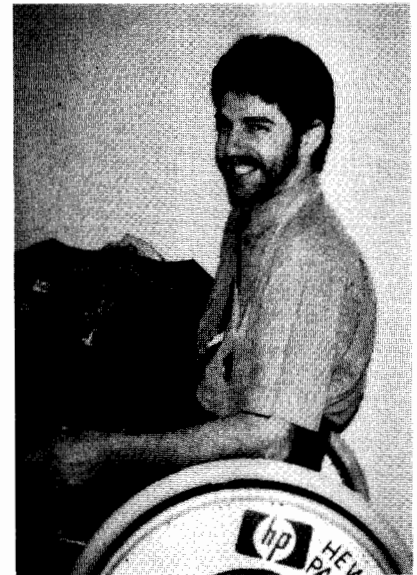
Logistics Co-ordinator **John Koumourou**, who broke his neck in a diving accident, is one who has succeeded; and he impresses Joseph Street colleagues by his mobility and dexterity. He doesn't just get around. He does it with flair, much of it acquired from wheelchair rugby.

With strength in arms, not legs, he can move at impressive speed around the court, spin his chair on a sixpence, shepherd team mates as they dash for the lines and take a tumble if necessary to stop an opponent's surge.

He represented Victoria in an exciting victory at the national championships in Canberra last month. Victoria was favorite but with 30 seconds left scores were level at 17 goals each. Then John's desperate goal sank South Australia.

Next target? Hopefully international competition in Canada.

Hewlett-Packard provided a perpetual shield for the Canberra competition. ■



• John . . . savoring success.

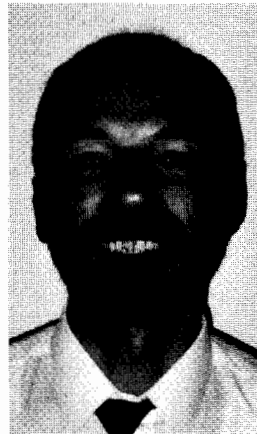
## Oracle says thanks

PERTH Branch Sales Manager **Ian Murray** enjoys getting letters like this one from Oracle Systems.

Oracle's Technical Services Manager **Andrew Clark** said a training course was rescheduled at short notice and an amount of their software had to be installed on HP hardware.

"Although technically very astute, our people were not familiar enough with the environment to complete the installation alone," he wrote.

"Your man **Des Pallagi** came to our rescue . . . his efforts in resolving particular technical issues and doing much of the work in running lengthy overnight installation scripts is much appreciated. We look forward to a continuing solid relationship with Hewlett-Packard." ■



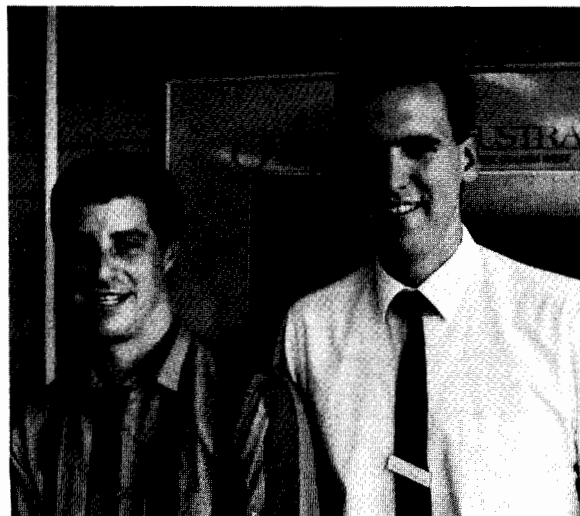
• Des . . . take a bow.



• . . . and the practice that led to it.



• One of the longer serving Brisbane employees is CE **Phil Clifford** who had worked for Esso in Bass Strait before coming to HPA in 1979. He was at Blackburn in 1983 and 1984 but was then attracted back to Brisbane. He wife was Queensland born.



• Among the newest are two who came over from Apollo: **AE Steve M Hall** (the 'M' distinguishes him from CEDM Steve Hall in Melbourne); and **SR Geoff Crozier**. Things that distinguish Geoff are a year working in New Guinea as a graduate civil engineer, a golf handicap of 17 and current study for an MBA.



• **Katherine Cook** has been Brisbane's receptionist for 16 months. She was a medical technologist in Sydney and South Africa and a lab supervisor at a Queensland gold mine before seeking a career change.



## Newcomers

**Ian Anderson**, Analytical (Blackburn).  
**Magda Bartel**, ISG Admin (Blackburn).  
**Rob Bartholomew**, CSC (Blackburn).  
**David Brown**, CEO (Abbotsford).  
**Melissa Castritis**, Payroll (Blackburn).  
**Alan Connolly**, Response Centre (Blackburn).  
**Tanya Curley**, Sales (Abbotsford).  
**Maureen Dykstra**, Sales Admin (Perth).  
**Karen Emms**, Accounts (Blackburn).  
**Tracey Finnerty**, Service Admin (Blackburn).  
**Kristen Friis**, Credit (Blackburn).  
**Susanne Gavin**, Sales Admin (Perth).  
**Bradley Gibson**, Service (Nth Ryde).  
**Wendy Hazeldine**, Sales Admin (Abbotsford).  
**Keith Irvine**, Payroll (Blackburn).  
**Olive Logan**, Sales Admin (Perth).  
**Michael McGlade**, ATO (Blackburn).

**Jill McIntosh**, Personnel (Nth Ryde).  
**Angela Marshall**, Sales Admin (Perth).  
**Kim Marshall**, Sales Admin (Blackburn).  
**Aaron Perry**, Sales (Sydney).  
**Peter Prysten**, Sales (Abbotsford).  
**Jean Richardson**, Sales Admin (Nth Ryde).  
**Lino Salvitti**, Distribution Centre (Blackburn).  
**Stacey Scribner**, Credit (Blackburn).  
**Annabel Shortte**, Support Admin (Nth Ryde).  
**Janet Subbiah**, Sales Admin (Blackburn).  
**NEW ZEALAND**  
**Paul Gillingwater**, Support Admin (Wellington).  
**Philip Kang**, Sales Admin (Wellington).  
**David MacLeod**, Sales (Wellington).  
**Gladys Reconquista**, Sales Admin (Wellington).  
**Margot Rose**, Sales Admin (Wellington).  
**Jennifer Tibble**, Sales Admin (Wellington).

## Transfers

**Stephen Chadd**, ASO (Ringwood) to USA.  
**Tanya Denyer**, CEO to Analytical (North Ryde).  
**Cameron Green**, AEO (Melbourne) to Sales (Perth).  
**Laurence Ko**, CSC to CEO (Abbotsford).  
**Wilma Spencer**, Accounts to ARO (Blackburn).  
**Robert Stygall**, ASO (Ringwood) to UK.  
**Karin Trapani**, ISG to Response Centre (Blackburn).  
**John Voice**, UK to Sales (Abbotsford).  
**Loo See Wong**, Malaysia to ISG (Blackburn).  
**Chris Young**, Singapore to ATO (Blackburn).  
**NEW ZEALAND**  
**Bill Gyde**, CEO New Plymouth to Wellington.  
**Todd Parsons**, Sales from Wellington to Auckland. ■

## Melbourne Achievers

FOUR employees were given First Quarter awards for High Achievement.

**LES HUNTER:** *For an outstanding amount of work, with long hours, to make datacom installations at Abbotsford. Often he had to solve problems created by other parties. In spite of this, datacoms worked by move-in day; both data and voice connectivity were available on time.*

**ELLY SUSNICH:** *For outstanding organisation of a customer night at the Melbourne Theatre Company's performance of "See How They Run". She spent many night and day hours developing guest lists with managers, mailing invitations and ticketing. One of many tributes by sales representatives was, "My customers really enjoyed the evening and were greatly impressed by the panache and sophistication HP displayed."*



• Elly Susnich.



• Les Hunter.

**GWEN WELSH:** *For the splendid success of "Choices", now increasingly accepted by many government and private schools. She recruited volunteer presenters, developed kits, issued timetables and instructions, liaised with schools and the Ministry of Education and helped NSW get the program started.*

**ALAN COLVIN:** *For "practically carrying the whole of Treasury on his big shoulders" during November and December. As well as training a new colleague and performing his usual 'month-end', he had to forecast HPA, THP and HPNZ balance sheets for the first time on his own. Also accommodate the impact of the Apollo merger; plus finalise pricing for Australia and NZ. Feedback from the various sales forces and Marketing was consistently complimentary.* ■



• Gwen Welsh.



• Alan Colvin.

The second year of *Choices* was launched with a report by a working party convened by the Victorian Ministry of Education to evaluate efforts to keep students longer at school.

The report congratulated HPA and participating schools on adapting *Choices*, an American concept, to suit the Australian school system. It said the program had benefitted students and urged its continuance.

PR Manager **Doug Forsyth** and Corporate Programs Administrator **Gwen Welsh** manage the *Choices* program. ■

• Enjoying refreshments at the Joseph St relaunch: Principal Curriculum Officer **Russell Brown** (centre) with HPA volunteer presenters **Joanne Gourley** and **David Barton**.



Copy closes for the next issue of *Depth* with **Gwen Welsh** on 31 May.

# Hard way to travel

**F**requent travel within Australia and New Zealand and around the world goes with the job for many of our employees.

You don't see them for a few days, then they're back, unlikely to be asked for an account of their journeys. It could have been a short break with the family at Merimbula or Lorne; or training at Palo Alto, Boblingen, Beijing or Hong Kong.

Indeed, we're blasé travellers.

But two journeys - by Brisbane SR **John Burnett** and Abbotsford FE **Glenn Williams** were a little different.

John travelled mainly up - high into the mountains of Irian Jaya to Freeport International's Grasberg mine. Any other way would have meant weeks of tough walking and John isn't a fanatical walker.

"Fourteen thousand feet in a chopper?", mischievous colleagues queried, mindful of John's manly frame.

"I read the clock. I stand by my statement," said John.

He flew from Cairns in a Freeport plane once owned by Elvis Presley - gold-plated fittings still intact. The helicopter landed in mist in the lee of a glacier that snaked down from snow-topped peaks.

Pulverised ore is mixed to a slurry and piped by gravity 50 miles to the seaboard.

It's an HP site because our equipment has a reputation for accuracy at high altitude.

The Freeport deal for three HP9000/835s was done in association with HP Singapore.

□

Glenn's travels were more horizontal - by hire car for 11,000km and mostly as flat as the eye could see.

Main objective was a three-day training program on the HP8753 Vector Network Analyser System supplied to Mt Newman Mining by Perth SR **Ron Sebrechts**.

Also help with RF and Microwave communications theory.

But because Perth and Adelaide don't see Glenn all that often, Ron and Adelaide FE **Ken Jackson** organised visits to their customer sites.

A delayed Melbourne departure called for the trip to Perth to be accomplished in a slick 2½ days.

At Carnarvon the rains had come and, with the highway under water, the intrepid traveller only just got through to Port Hedland, the day before the training was to start.

The Jindalee (over-the-horizon radar) facility near Alice Springs was next stop, a mere 3290km away. Hitting a kangaroo, breaking a windscreen, punctures and risking being stranded on unmade roads were hourly hazards. They put him again behind schedule and he drove 1400km a day for two days.

"Hire cars were no more costly than other transport for such a journey," Glenn said. "The effort was well worth it because I met customers who hadn't seen a HP person in the flesh. ■



- **TOP:** John Burnett . . . satisfying customers at 11,500ft.
- **LEFT:** Glenn Williams . . . satisfying them at about zero feet.
- **RIGHT:** The Great Aussie Tour.



# Time to review progress of Affirmative Action

Three years have passed since HPA formalised commitment to the principles of Affirmative Action and it is appropriate to review the results.

In late 1986 the Federal Government legislated for AA, requiring all companies with 100 employees or more to implement a program relating to women.

Both the Hewlett-Packard Company and HPA were in advance of the legislation. The government move was merely the catalyst.

We recognised that fairness alone was reason enough for women to be afforded career opportunities equal to men.

But the economic reality was that for our company to survive much into the future, when a worldwide shortage of highly skilled personnel would mean fierce competition for available resources, HP had to make better use of the skill and experience of women.

At a minimum we had to match competitors who had plans to maximise their human resources; desirably we needed to do better.

It was obvious that attracting more skilled women to HP was important. Also that we had to retain women and men longer than at present and to design methods of assisting their return after an extended break.

For women, the major reason for a break was maternity leave. There was the challenge for us to ease their return, for mother as well as the family unit.

Attrition levels for both men and women are monitored quarterly. Female attrition has been reduced from 14% in FY88 to 13% in FY89.

The overall level came down from 11.8% to 10.9%. Reducing it further is a critical objective.

## ... first the planning

An AA Planning Team was formed to identify needs and design a strategy and timetable. It comprises:

• Roy Armour, Heather Duncan, Anne Foley, Jal Karani, John Klimczac, David Peake, Rose-Marie Todes and Geoff Windsor.

An Implementation Team comprises:

• Sigrun Aschoff, Brian Avery, Pat Burrows, Leanne Carroll, Michael Cartier, Bill Clarke, John Cromie, Sandra Dwight, Gary Fisher, Ray Gerwing, Peter Hall, Robyn Hayes, Mary Kumar, Sheila Lowe, Christine MacFadyen, Mark Morwood, Tim Proust, Susan Rocchi, Val Ryan, Pam Seibert, Peter Sullivan, Alison Teed and Jim Watson.

After three years of dedicated and effective service, Rose-Marie has handed over her role of AA Officer to Heather Duncan.

For Rose-Marie, it was gratifying that our efforts were recently acknowledged by a Portfolio Affirmative Action award for *internal and external communication*.

Bruce Marsh and Danielle Segal have recently been obliged by their new responsibilities to withdraw from direct involvement with the teams but not from their commitment to AA.

## ... the achievements?

• By the end of April, most employees will have attended formal workshops, involving explanation of the AA philosophy, the targets and how to achieve them.

• Recruitment externally of professionally qualified women has increased from 18% in FY88 to 24% in FY89.

• Since June 1989, 7% of professional positions have been filled internally by women.

• At November last, 18 women held first-level manager/support positions, exceeding the target by three.

• The estimate of two at second level had been met.

(It was expected when determining estimates in 1987 that they would be challenging to meet. It takes some years for the momentum of the philosophy and practices to become firmly established within the culture of an organisation.)

## ... when candidates are equal

At AA workshops the most asked question has been, *How to differentiate between two equal candidates?*

Of course, there are others like:

- What is the company doing in recruiting programs?
- How will reverse discrimination be handled?
- Are managers required to meet quota?
- Can a copy of the AA Hoshin Plan be given to employees?

Managers have recently been given a package of AA materials, including the Hoshin Plan

and answers to the questions asked most often in the workshops.

They have been asked to share this with their teams.

Members of the AA Planning or Implementation Teams will be happy to assist with additional information. ■



## To marry

- Abbotsford Secretary Mary Russell and John Klonis: wedding planned for next year.
- Abbotsford PC Dealer Account Manager Lindsay Lyon and Fiona Besley - on 4 August.

## Birth

- James Donald, son of Abbotsford Applications Engineer Perry Rosenbloom and Therese at 8.30am on 30 March at Knox Private Hospital (2580gr/51b11oz).