

# INFORM

Volume 1 Number 11

The magazine for the people of Hewlett Packard in Australia and New Zealand

HP on the  
high seas



 HEWLETT®  
PACKARD



# Building strategies

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**The US architect, Buckminster Fuller, said that a house is a machine for living in. He was making the point that our home surroundings have a great effect on the way we function. Imagine, then, the importance of one’s work environment.**

The Melbourne HP office experienced a 10 per cent occupant increase, to 665, over the seven months to February. That type of growth looks set to continue. HP has long realised the healthy growth in sales and products means some long-reaching decisions on accommodation must be made. Originally the idea was to build a single large establishment to house all the Melbourne work force.

John Daley, regional property manager, explains this strategy. “The original plan was for us to close the Blackburn headquarters and move to a new site that would accommodate us all at Woodvale, East Burwood. It’s a 21 acre site on which we were going to build some 157,000 square feet of office space.”

Such a project would cost a large amount, money which management decided would be better used in developing and building the products that are fuelling our revenue growth.

John continues: “This means that we couldn’t go ahead with the project, so we had to figure another way of doing something. We’ve decided to remain here in a refurbished Blackburn for the long term and to accommodate our growth in leased premises elsewhere.

“We are currently finalising a deal with a developer in which we will sell off four acres of our Woodvale 21 acre site, get the developer to build us a 50,000 [square] foot office building and lease that package back to us for 10 years.”

In November this year the ATO will move from 31 Joseph Street to the new premises in East Burwood. This department is enjoying great success and expansion. During the last fiscal year the ATO exported \$100 million of test equipment to Japan, USA and Europe.

This relocation of the ATO staff, about 120 people, will take a considerable amount of pressure off the current building. We tend to think only of work space in considering if a building is still functioning adequately, but there are many other planning considerations ... as John Daley knows only too well.

“We have added 60 people in something like seven months, and many bring their cars with them,” he says. “It’s easier to place people than it is to park cars. It’s that sort of growth ... and you have to warm, cool and feed

**“We’ve decided to remain here in a refurbished Blackburn for the long term and to accommodate our growth in leased premises elsewhere ...”**

them. It puts a strain on everything we have. For example, the copiers that were bought to do so many copies per day are now doubling that, therefore, they are breaking down.”

John Daley and his team are building strategies to give HP a realistic growth path in the current building.

The company is in the process of replanning 31 Joseph Street for its three year occupancy program. That will mean relocating and co-locating some business units. Details of this process are yet to be decided. HP also is still looking at the growth patterns, the growth path, the needs for co-location



# an environment for growth



*An artists impression of the new East Burwood site. The relocation of the ATO staff will take a considerable amount of pressure off the current building.*

between the cross-functional groups.

John says: "We are preparing the Joseph Street building for a further 10 year's occupancy. We've now Acrotexed the exterior of the building which has given it a protective coating. We have recarpeted completely. We will upgrade the power facility.

"Currently this building is under-powered. We will redo the power – that's a new power board and transformer station. We will upgrade the air conditioning ... that's new cooling towers, chillers and controls. Most of the [Telecom] lines are OK, but we are

putting in a new Nortel PABX system, which should help our incoming calls functionality."

Other departments in Melbourne will make shorter moves than the ATO. The lease on 18 Joseph Street expires at the end of this year and all staff there will relocate back to Joseph Street. The AFRO re-marketing group will move from 25 Chapman Street to 25 Joseph Street. That should happen in the second half of this year.

Those staff who move can look forward to what John Daley terms a "seamless" relocation.

"They will move out of one facility Friday night and they will start work in the new facility on Monday morning. A fair bit of planning goes into that before people move," he says.

His team uses AUTOCAD space mapping to produce a floor plan showing the positions of all utilities, furniture and fittings. A project manager coordinates a small army of service providers who use the plan to produce a functioning new work place.

So the new, and refurbished, office space should indeed function like an efficient and well designed machine. **i**

**HP Computer Museum**  
**[www.hpmuseum.net](http://www.hpmuseum.net)**

**For research and education purposes only.**







# export initiative

Carl Dierschow agrees with the value of this consultative process. Our working relationship with Telstra (Telecom Australia) is crucial to our success. This gives us quick customer input and a strong reference site, he says.

NSMDA released its first product last November, the GDMO Modelling Toolset, which now has a world wide market. This product was developed in consultation with a Melbourne company, Opal Communications. Many others projects are in various stages of development.

Chris says, "My role is to create export activities for HP Australia. We are going to sell quite a lot in Asia-Pacific, but predominantly North America and Europe will stand out as the big markets for NSMD Australia."

The potential of Australian developed software products selling in the USA recalls the cliché of "selling coal to Newcastle". But Chris believes this is the way of the future. Australia is really a clever country. It contributes many innovative concepts to the world. To tap this potential, HP Australia is becoming more and more an R and D organisation. An R and D organisation works very differently from a sales organisation, so I think there is going to be gradually a shift in the spirit of HP Australia as it takes on more of a worldwide responsibility, he says.

Carl recruited many of the team working in NSMDA. He was pleasantly surprised with the calibre of the candidates. "I'm pleased with the talent that we've been able to recruit in Australia, which is some of the best in the world in this market. I was very surprised to find a large number of people who had worked directly with OpenView."

HP Australia is party to the 'Partnership for Development' agreement between

multinational companies and the Commonwealth Government. One of the aims for HPA under this agreement is to export 50 cents for every dollar of imports. Chris Wallin believes his department can assist in meeting this target.

"My role is to make sure we start up enough activities that we can eventually meet these targets. We have strong

competition from people like IBM, Digital and so forth, so we can't just take it easy. We have to relentlessly look out for new ways to generate exports," he says.

There is no doubt where the impetus for this growth will come from.

"Be customer driven," says Chris. "That's the key word here at HP." **i**

## We're sending Hewlett-Packard back to America.



And to Europe and Asia.

Over the last four years Hewlett-Packard Australia has exported over A\$510 million worth of Australian made products.

It's a hard-working example of the Federal Government's Partnership for Development program.

At Bacellarin, Victoria, some of Australia's best and brightest R&D engineers are developing broadband network test equipment to the major standards, ATM, ISDN, SDH, SDML, and importantly, selling them to such international giants as AT&T, Nortel, Alcatel, Siemens and Fujitsu.

It's a boost for local skills, knowledge, expertise and components, as the development of multimedia networks, the "information superhighway" of the future, are a Hewlett-Packard priority.

And has already resulted in a New Exporter Commendation in the 1993 Australian Export Awards.

For as best some finished people, then, one small but significant part of Hewlett-Packard is proudly Australian, and proof of Hewlett-Packard's ongoing commitment to investment, and R&D alliances with local companies.

**hp** HEWLETT PACKARD  
A Better Way.

*HP Australia. Exporting back to the rest of the world.*

# Farr Lap storms

The annual Sydney to Hobart yacht race is considered one of the most dangerous in the world. HP's Scott Ashworth couldn't resist the challenge.

**Hewlett-Packard Farr Lap carries the company's colors and logo, but not on a race track. At least not one designed for horses. This thoroughbred is a 37 foot racing yacht and the race was the Sydney to Hobart classic.**

The livery of HP blue wasn't the sole connection, as a co-skipper, Scott Ashworth, works with the Medical Product Group in the Sydney office. He is a seasoned yachtsman and sailed extensively in Californian and Hawaiian waters before moving to Australia. Scott had long wished to compete in the classic.

The Sydney to Hobart is considered one of the most treacherous in the world. "It was certainly an experience I will never forget," says Scott. "It gave me a strong feeling of accomplishment." If you picture Scott shouting "man the tops'il" or "splice the main brace" ... you can forget it. Each of the eight member crew has all the skills needed to operate this large boat. They are expected to perform any task needed during their shift, be it routine or emergency, without direction.

The Sydney to Hobart race has a reputation for rugged weather once the fleet sails out of the shelter of Sydney Heads.

"The interesting thing about the Sydney to Hobart is that Bass Strait is considered one of the most



*Hewlett-Packard Farr Lap sailed into Constitution Dock, Hobart, four days and eight hours after leaving Sydney ... 73rd overall in the field of nearly 400.*

difficult stretches of water in the world," says Scott. "I'd never sailed across Bass Strait before and the conditions certainly lived up to their reputation.

**"We had winds in excess of 60 knots and waves in excess of 30 feet ..."**

"We had winds in excess of 60 knots and waves in excess of 30 feet. Fortunately their frequency is far enough apart such that when

dipping in and out of the trough, it's like sailing up and down giant hills."

Hewlett-Packard Farr Lap sailed into Constitution Dock, Hobart, four days and eight hours after leaving Sydney. The yacht placed seventh out of 34 entrants in its class, and 73rd overall in the field of nearly

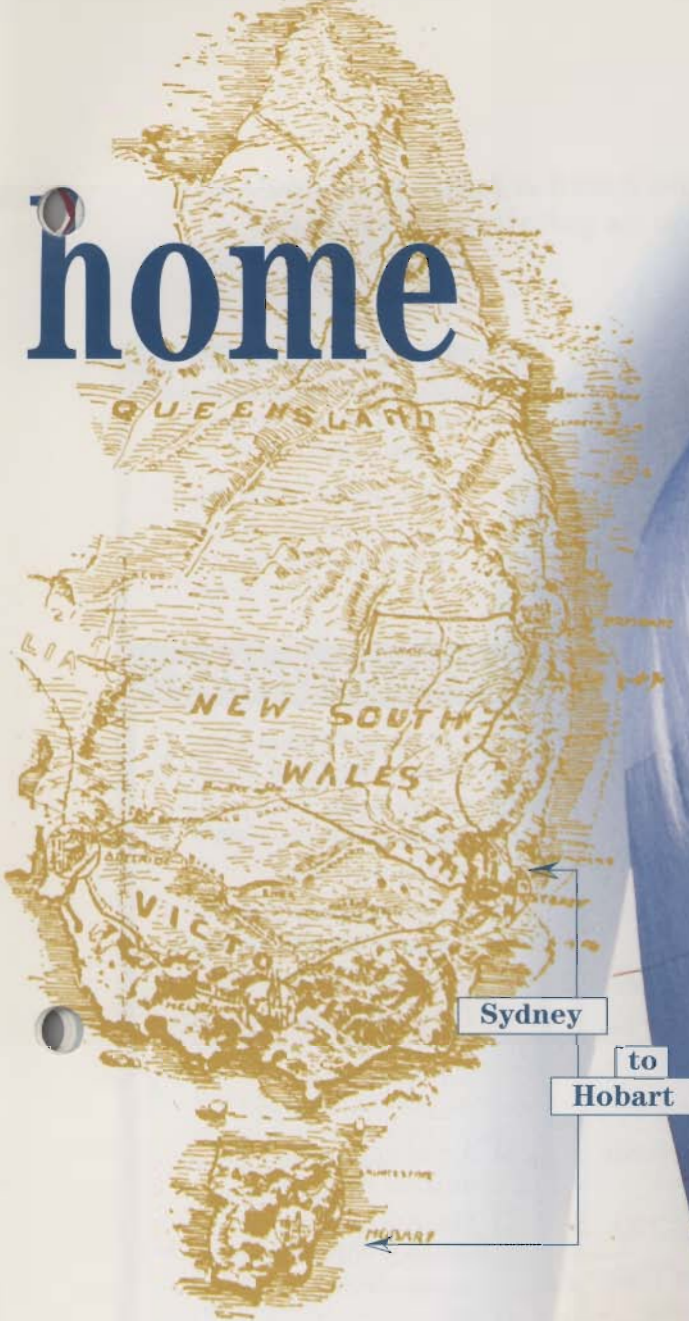
400 – a worthy performance. Scott, with a few dedicated helpers, arranged the financial support for Hewlett-Packard Farr Lap to compete in the race. Funding came from the CPO, HP Corporation, the CSO and HP's resellers and distributors. The supporters certainly got their money's worth as Channel 10 carried live coverage of the first two hours of the race. In later TV news, the helicopter-borne cameras regularly picked out the blue spinnaker with the HP logo.

"It was a good opportunity for me to enjoy my hobby, while supporting the company I work for," says Scott.

And will he compete in the next Sydney to Hobart classic? Well, he hasn't decided yet ... but we'll keep you posted. **i**



# home



Sydney

to

Hobart



HEWLETT  
PACKARD FARR LAP



# Open Door Policy

Come on in ...

Yep! Here I am on Monday morning, happily striding into my department to be greeted by my team with a cheery "Good Morning" and interested enquiries of my weekend just passed.

My work area is neat and tidy, just the way I like it. The phone doesn't ring until I've got the urgent matters out of the way first. My team knows exactly what is required of them to make our department run like a well-oiled machine – nothing goes wrong here and there's never a crisis.

Interruptions are unheard of as customers makes appointments to come and see us.

Our processes are streamlined and everyone understands the impact on others if they don't carry out their part of the bargain.

My manager is always aware of my workload and often takes time to tell me what a great job I'm doing.

Ah, it's great to be here – ready for another fun-filled week of work at Heavenly Pleasance (HP)!

### Sound idyllic?

But what if ... at some time you have an issue with a team member or a concern with their work practices that you feel you can't resolve

yourself? It may be only an uneasiness that, after approaching your colleague and discussing it, you are still dissatisfied with the outcome.

You may feel that you can't approach the person directly but would like to meet with your manager for some guidance on the matter.

It may be that you would like to discuss your personal career objectives, a change in your role or suggestions on process improvements that you aren't quite ready to bring up

with the team as yet. Remember, discussions can be positive issues also and not everyone is able to speak out with confidence at team meetings.

You may even feel that your manager is not handling a situation to your satisfaction – go and talk about it!

By sitting on your worries, you are compounding the issues and not resolving them. Besides, think of all that energy you're wasting – energy that can be put to better use!

The Open Door Policy can be used for anything you wish to discuss with your manager – without fear of ridicule or debasement.

**By sitting on your worries, you are compounding the issues and not resolving them**

## Employee checklist

### For the individual who initiates the Open Door.

- Jot down the facts and concerns in a specific and factual way.
- Represent only those issues of which you have first-hand knowledge.
- Take action. Don't wait until the problem is too old or intolerable frustration sets in.
- Avoid approaching anyone in anger.
- Identify an appropriate contact: supervisor, manager or personnel.
- When possible allow your supervisor the opportunity to resolve the concern.
- Be sure you have clear expectations. Know what it is you're trying to accomplish.
- Make an appointment if time permits.
- Be open-minded and realistic.
- Be ready to help find and be a part of the solution.

*"Remember to keep your discussion objective and focused on significant concerns"*



The Open Door Policy is based on mutual trust and by applying this fundamental value, we are fostering an open and honest environment – the HP Way!

### Receiver checklist

**For anyone asked to respond to an Open Door.**

- Ask if it's okay to take notes. Formal documentation is not required.
- Listen carefully and be empathetic. Put yourself in his or her shoes.
- Be objective, rational and nondefensive.
- Identify and list the issues and concerns.
- Determine what the employee wants you to do.
- Ask if you can discuss the concern with others.
- If the nature of the issue warrants the involvement of someone else, share that need with the employee immediately.
- Assess your ability to help. If you can't help, recommend others who can, and offer to make an appointment for the employee.
- Maintain confidentiality.
- Talk to all parties concerned before making a recommendation.
- There are at least two sides to every story.
- Determine together what action(s) should be taken.
- Thank the employee for using the Open Door.

**"Growth comes from mutual interaction through effective communication!"**

### Respondee's checklist

**For the individual who is the subject of the Open Door**

- Take ten deep breaths

**Receiving Input:**

- Listen to issue(s) or concerns.
- Be rational and open-minded.
- Receive input nondefensively. No one is perfect.
- Determine key issues.
- View feedback as a growth opportunity.

**Responding to Input:**

- Reinforce use of Open Door.
- Discuss the issues.
- Try to see where better communication could have precluded the concern.
- Negotiate to reach an agreement or solution.
- Decide together on a specific time to follow up on the issue.
- Keep communication open to guarantee continued success.

**"Never punish or threaten an employee who uses the Open Door."**

### Philosophy

Managers and supervisors are expected to promote a working environment, within which employees feel comfortable to seek individual counsel and express specific concerns. In our HP environment, all employees have both the right and the responsibility to discuss their concerns. Any effort to prevent an employee from going beyond his or her immediate supervisor to express concerns is absolutely contrary to company policy and will be dealt with accordingly. The responsible use of the Open Door policy will not in any way impact any evaluation of the employee or subject him or her to any other adverse consequences. "HP's Open Door policy helps to ensure that we maintain a quality work environment."



# What's on the

The HP CPO team has launched an electronic publishing database which has revolutionised the communication process with dealers and resellers in the Asia-Pacific

HP is a hi-tech company, so communicating with our dealers should be a breeze, right? If you have a small, select clientele, that is probably true, but keeping the dealers up to date was a constant challenge for the CPO.

The department's business and number of resellers is growing exponentially. The first and second tier resellers range from traditional dealers, to the Harvey Norman chain, to the corner computer store, to the big computer traders.

Gordon Williams, Asia Pacific Channel Communications Manager, could see a radical change was needed.

"In the past we did a good job by conventional means, in terms of sending out paper to them and faxes and update bulletins, newsletters and other hardcopy material. However, the Channel increasingly liked what we were communicating, but not how we were delivering it," he said.

The information was getting through, but at a high cost of materials and logistics. The tens of thousands of kilograms of paper consumed was a further environmental cost.

The dealers were asking for information in an electronic form. They wanted something more sophisticated and compact. Something they could do database searches on.

That sounds simple enough for a world leader in computer technology an electronic update for all local dealers.

**Crammed onto this disk are price lists, news, databases, business forms, DTP catalogs, full color photography and lots more.**

But what method of delivery to use? CD-ROM was a possibility. Other alternatives included Lotus Notes software or the information

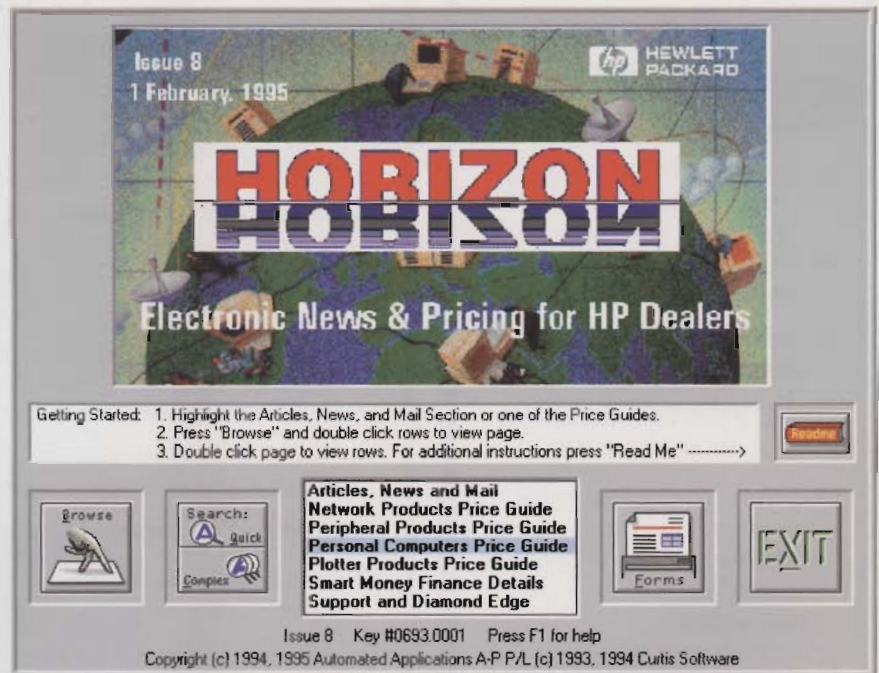
superhighway. The Channel Communications Group surveyed the resellers on their ability to exploit modern communications and the result was depressing.

"When you look at what their technical capabilities are, the single lowest common denominator out there is a three and a half inch disk and Windows.

That's when you throw your hands up in the air and say, 'if you've got to send something to them on a floppy disk, forget it'."

The humble floppy disk is notorious for very low storage capabilities. It can store a fair amount of straight text, but can't cope with the huge files needed for graphics, desktop published documents and full-colour photography. However Gordon and his team found a Melbourne software company, Automated Applications, which had just put a 600 page catalogue on a single floppy disc. This had to be worth following up.

Gordon says: "We realised that it was possible ... to put the sort of features that people expected on a CD-ROM on a



*Horizon is an electronic publishing database of user-friendly information.*



# Horizon?

three and a half inch floppy. From that concept, seven weeks later, and by spending less than \$10,000 in development and production, we had the first HORIZON diskette out to every single person in the entire Australian dealer channel. This achievement was the result of a massive joint effort by AP Channel Communications, CPO marketing, support, administration and other departments."

Crammed onto this disk are price lists, news, databases, business forms, DTP catalogs, full color photography and lots more. The dealers have the search facility they requested. In fact they have three, ranging from a simple location of product to a complex search, such as "show me any inkjet printer which costs less than \$1000".

Innovation is one thing, but will the dealers welcome it? The design team knew that few people read instruction books before using software, so the first mailing included a single introduction sheet. To catch those who were in too much of a hurry to read even those minimalist instructions the, disk's label listed four easy steps to get the software decompressed and running from the hard disk.

"The first mail out was 1500 disks and we had no idea how many support calls we would get from people who were unable to use the system," Gordon says. "We might get 1500 calls, but we got

four. You could hear our sigh of relief across HP."

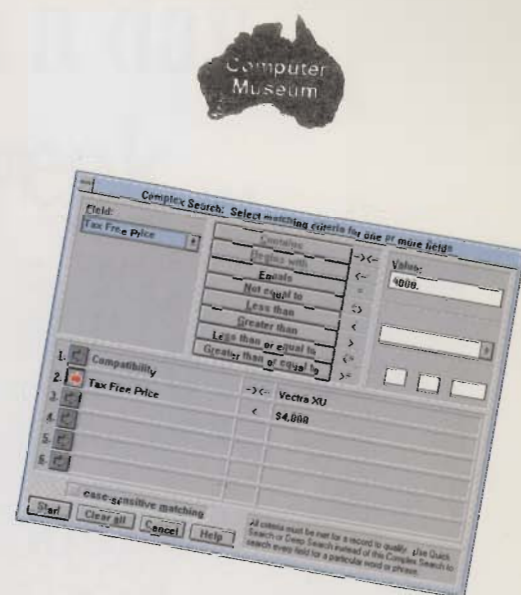
The majority of calls received were either complimentary or asking how to take advantage of HORIZON's more sophisticated features. HORIZON is compatible with any PC that can run Windows. The program is efficiently running on a gamut of computer types - 286, 386, 486, Pentium, laptop and LAN. Dealers receive a news disk every two weeks and a pricing update each month. The savings are impressive. The disk costs 40 percent less to produce and send out than the hardcopy version. Those dealers who run a

LAN can now request a single disk to make the information available to all their staff via their network. There is also the resource-saving of no longer using a small forest of paper each time. Other savings also flowed from the new method. HP changes its prices each month, but a new price list previously went out to the dealers once a quarter.

"That meant that the vast proportion of the time the dealers didn't have correct pricing for HP products. So HP was always flooded with phone calls because the dealers were never 100 per cent sure what our prices were, so they always confirmed it by telephone," Gordon says.

HP is now relieved of those thousands of calls as dealers are confident they have all the current prices at the click of an icon. HP's dealers are impressed.

*"The first mail out was 1500 disks and we had no idea how many support calls we would get from people who were unable to use the system ... we got four."*



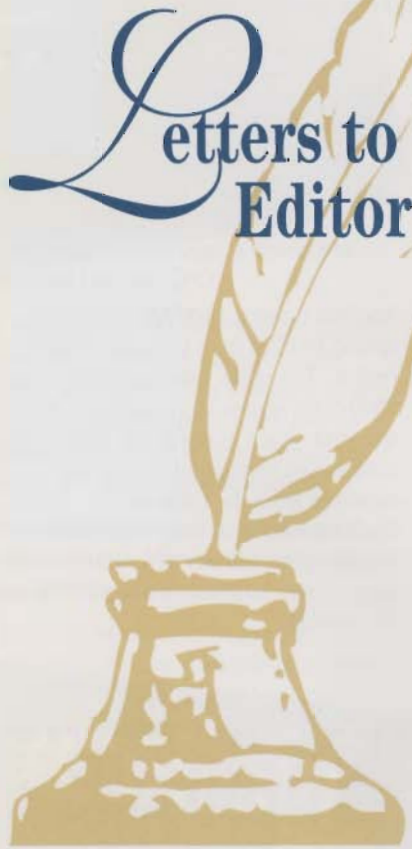
Another project is already in hand, to spread HORIZON to the Asia Pacific region. The initial mailing will be about 3500 disks across 10 countries in April this year. Each country will have its own customised version, produced and exported from the Channel Communications Group in Melbourne. The program will be released to an even bigger Asian language market by the end of this year.



*HP's dealers are confident they have all the current prices at the click of an icon. They are impressed.*

HP Channel Communications already has requests for more information on the program from HP offices in Canada, the US and Europe. So the department looks set to push its horizons further still. **i**





## Letters to the Editor

Dear Editor,

Congratulations to the editorial team for including a reader survey in the November edition of *inform*. It is great to see that you are encouraging reader input into the magazine. I hope that you continue to take the opportunity to encourage reader inputs in the future.

**Ed:** *Thanks for the feedback and thank you to all of you who responded to the survey. The inputs were very relevant in helping us to shape the direction of the magazine over the next year.*

Dear Editor,

I was disturbed to see that *inform* regardless of all its promises, really hasn't done anything about enhancing the quality of the material. I don't care about sports stars, I want to know information that relates to my job and the company. The time has come to focus on the important – not just the nice to know.

**Ed:** *I'm not sure what promises you are talking about! *Inform's* objectives are to focus on the business issues and balance that with the people issues – an integral part of the HP culture. You can look forward to many business issues over the forthcoming year. (starting with this edition)*

Dear Editor,

I loved the story on the cars in the November edition of *inform*. I kept hearing about this benefit program and unfortunately up to now, did not understand what it meant to me. Thanks for the coverage. I would love to see more about HP and its benefit programs in future editions.

**Ed:** *We plan to focus on at least one of HP benefit programs in each edition over the forthcoming year. It is certainly something that grabs a lot of employees interest, especially my own!*

## Inform reader survey results

Thanks to all those employees (and their families) who responded to the reader survey in the November edition of *inform*. The results were crucial in assisting us to determine the future direction of *inform*. Below is a summary of the survey results:

- Nearly all respondents felt that *inform* was a valuable method of communication and should be continued.

- There was considerable comment on the balance of different types of stories in the magazine ranging from the business focused to human interest stories. (A key area of concern from the November 1993 survey was that there was not enough variety in the publication).
- Readers also appreciated the balance of Australian and international content. Reader's felt *inform* helped them to understand what is going on in other departments and interstate and helped to reduce the isolation for sales reps, telecommuters and people who can not attend staff meetings.
- The low score achieved in the November 1993 reader survey with regard to *inform* keeping employees abreast of important issues seemed to be less of an issue with many comments relating to the importance and relevance of the information.
- Readers are still asking for more local information and would like to see the format of the magazine become clearer e.g. editorial agenda and framework, more space etc.

### Inform over the forthcoming year

I would like to thank all employees for their continued support to *inform* magazine over the last year. I hope that we have managed to keep you informed (no pun intended!) on a number of important and relevant issues. I also hope we have been able to balance this by keeping you entertained with the mix of people stories and the "Healthy, Wealthy & Wise" section.

Based on the feedback from the reader survey we will be looking to further enhance *inform* to ensure we continue to provide you informative and relevant information to you and your families:

We have developed the following "Statement Of Purpose" to do this:

#### Statement Of Purpose:

To develop an internal company-wide publication that maximises opportunities for employees, their families and other interested parties, to understand HP values, culture, business issues and direction.

To do this we are intending to:

- Increase *inform* from the previous 12-page layout to a new 16-page publication
- Improve the quality of photography and format to improve presentation
- Separate *inform* from *Measure* (although continue to distribute the magazines together). (NOTE: This edition has been distributed separate from *Measure* as a once off - purely a timing issue!)
- Continue to provide a mix of business & human interest stories

Once again, the editorial team would like to thank all of you for your continued support and we look forward to "informing" you over the forthcoming year. We hope that we can also see more input the magazine in terms of stories, ideas and just general comments from all of you.

Regards,

**Michael Vavakis**

Editor



# Help: 24 hours a day, seven days a week ...

**The words "our computer is down" strike terror into the heart of anyone trying to effect a transaction or extract information at that moment. Fortunately, help is only a phone call away at HP's Response Centre.**

Based in Melbourne, the centre serves mainly the larger mini-computer systems where a single installation supports several hundred users. Many problems are ultimately solved over the phone, but sometimes the computer is on the line, not the operator. Andrew Robertson, the centre's manager, explains.

"You might get a big company that's using a commercial application, where the whole computer will crash and go off-line so that none of the users can log on. With remote support you can still dial-in in a maintenance mode to try and boot the machine up."

Once the computer is up and running the Response Centre engineer, still using the phone lines, can probe the system to identify the fault and ensure it doesn't happen again. A large number of service calls are solved in this manner but sometimes more is needed.

"You can get so far with remote, but then you just have to get someone out on site. With software it doesn't happen very often, but with the nature of hardware support you often need someone there for the repairs," Andrew says.

When that is necessary, the Response Centre arranges for a field engineer to go out on site. If the problem is obvious, such as a faulty circuit board, the engineer corrects it. Less obvious errors may need liaison between the on-site person and

*Response  
Centre engineer  
Barbara Rawlinson.*



Response Centre staff. Some clients make a total recovery difficult by having poor work practices.

"Sometimes, because [the client] has no regular back-up cycle they can't recover their information from magnetic tape storage. We have to educate them on better ways to safeguard against potential disaster," Andrew says.

Computers don't limit their aberrant behaviour to office hours, so after hours service is always available. As well as servicing the whole of Australia, the Response Centre is part of a worldwide network called 'Follow the Sun'. By having similar centres in the UK and the USA the staff achieve 24 hour

coverage of the world by working a normal office day, although some slight variations are needed during daylight saving times. A client calling the local service number after hours is automatically switched to the centre that is on duty. This network coverage means that the Melbourne Response Centre answers many after hours calls from the dark side of the globe. "So far as the customer is concerned it is just another engineer in another part of

the world dialling his machine to try to fix the problem," Andrew says.

Much of the work is routine, but disasters never make appointments and the centre's team is ready to help no matter what the predicament.

"Black-outs cause big problems for us if it's an extended period and the battery backup can't survive to reboot the machine. We've had to respond to flooded computer rooms. That's basically trying to salvage as much gear as we can in the field and finding an alternative site to fire up the computer. Then they need reconfigure the machine," Andrew says.

The Response Centre's clients are mostly on service contracts. The customer nominates the degree of urgency when making the initial call. Level one, with a 15 minute response, means an emergency such as a total computer crash. Level four, which might be a query on software use, is two hours. There are two intermediate levels between the extremes of urgency.

"Customers are pretty reasonable and don't log everything as priority one," Andrew says.

Computers crash at the most inconvenient times, but with HP's Response Centre only a phone call even the most uncooperative computer should be back on line soon. **j**

**"We've had to respond to flooded computer rooms. That's basically trying to salvage as much gear as we can in the field and finding an alternative site to fire up the computer ..."**



# Healthy Wealthy & *wise*

## What to do if you have a car crash

Car accidents are stressful and inconvenient. But they can be made easier if you know exactly what to do. Here are some pointers.

1. Stop and pull over out of the traffic if possible. If you cannot move your car, turn your ignition off and your hazard lights on.
2. If someone is injured call a ambulance. Give first aid if you are qualified to do so. Remove the injured person from imminent danger such as a fire.
3. Don't leave the scene.
4. Exchange information with the other drivers, passengers and witnesses. Make sure you get (and give):

Driver's name, address, phone number, licence number, and the licence plate number, car make, model, and colour.

Insurance details.

Details of the owner of the car if the driver is not the owner.

5. Write down your version of what happened while it is fresh in your memory. Include the date, time of day, level of daylight, obstructions, weather conditions, location.
6. The circumstances under which the police are called will depend on which state you live in. Check to see if your obligations depend on:
  - Someone being injured or killed.
  - If alcohol or drugs are involved.
  - If there is damage exceeding a certain amount.
  - If the other party won't exchange particulars.
  - At all times.



## In the 'no'

When it comes to saying 'no' there are two things to consider:

1. Appropriate ways to say 'no'.
2. How to stick to your guns if someone questions your 'no' response.

Many people find it difficult to say 'no' - this is called non-assertive behaviour. Non-assertive behaviour is when you deny your own wishes in order to satisfy someone else's.

Assertive behaviour is what you should be aiming for. This is when you express your own wishes and feel good about it without hurting others in the process.

Aggressive behaviour is the other end of the scale when people seek to get their own way at the expense of others.

You own your own behaviour and have the right to say 'no'. If you don't say what you mean then you will:

- End up feeling used.
- Resent the person and diminish the quality of your relationship with them.
- Perhaps not do your best in what they are asking you to do.
- Continue to have the same request asked of you.

Saying 'no' has a lot to do with insisting that people respect your basic rights.





*"It's not the employer who pays the wages – they only handle the money. It's the customer who pays the wages."*

– Henry Ford

**Some basic rights are:**

You have the right to put yourself first.

You have the right to be the final judge on your feelings and decisions about your life.

You have the right to change your mind.

You have the right to protest against unfair treatment.

You have the right to ignore the advice of others.

You have the right to tell someone to mind their own business.

You have the right to say 'no'.

## What do people want from their job?

A recent study of over 7 000 working men and women found that:

*Women in managerial positions seek:*

1. To be treated with respect.
2. To be a supervisor that people respect.
3. To receive good wages and benefits.

*Men in managerial positions seek:*

1. To receive good wages and benefits.
2. To do challenging work.
3. To have an opportunity for advancement.

*Women in clerical positions seek:*

1. To be treated with respect.
2. To receive good wages and benefits.
3. To learn new skills.

*Men in clerical positions seek:*

1. To have an opportunity for advancement.
2. To learn new skills.
3. To receive good wages and benefits.

Source: University of Ontario as cited in Communication Briefings

**The heart of the matter**

Are you tired of listening to other employees constantly complain about way in which the office is run? Are people always whinging?

Complaints by co-workers should not be seen as negative. It's actually very

positive because it presents an opportunity to improve the situation and your work practices.

Rather than trying to ignore people who complain - listen to them!

At the heart of most complaints lies an element of truth. A good listener (and a good manager) will be able to see beyond the complaint so that the real problem can be identified and solved.

The worst situation is when nobody says anything and nothing changes.

**How to make friends**

- Smile.
- Don't be afraid to talk to people.
- Be honest.
- Praise others.
- Criticise with caution and consideration for the feelings of others.
- Remember there are three sides to a dispute: yours, the other person's, and the truth

**The importance of working well with people**

75% of your working day is made up of dealing with people.

The biggest cost in running most businesses is paying people.

A company's most valuable asset is its people.

All plans are created by people.

The secret to success is the ability to bring out the best in people.

A lot of people will have trouble accepting your 'no' for an answer.

For several reasons they will probably try to get you to change your 'no' to a 'yes'. It could be because:

- They have a vested interest in the outcome.
- They want to control the outcome.
- They want to control you.
- They want to control everyone.

The only way to say 'no' is often. People who won't take 'no thank you' for an answer are rude, rather than hospitable or helpful.

When you say no' you don't have to offer an explanation, make excuses, or justify yourself. All you have to do is repeat those three little words, 'No thank you', until they give up.



# ATO teamwork bridges the international gap

Working in close collaboration with an associate on the opposite side of the building can be a trying experience. Imagine what it is like sharing a project with a colleague on the other side of the Pacific.

A team within the ATO recently collaborated with their sister department in Canada to produce a very successful product, the Broadband Series Test System.

The two workforces, together with one in Scotland and a fourth in Boston, are all part of the same test and measurement division (TTD), but this was the first time the two sides of the globe had worked together so closely.

The problem was to produce an analyser for the networks that will carry the information superhighway (ISH). This

equipment must be able to read incredibly quickly and with the greatest accuracy.

Julie Walker, ATO Marketing Communications Manager, explains how her department started the collaboration with Canada.

"We realised that ATO had hardware development expertise and Idacom in Canada had software development expertise. The way that we could come out with a better product was to combine those two strengths.

"We wanted to ... attack the problem from a united front.

"There was no really satisfactory product on the market before this Australia/Canada project. Other manufacturers had tried to beef-up existing equipment to meet the new challenge, but without much success."

Julie then takes us back to the realities of cross-continent collaboration.

"We had a video-conferencing room downstairs and a similar set up in Canada so we could actually talk face-to-face, which worked quite well. Obviously, E-mail was really important and there were frequent business trips between Canada and here. All the senior managers went at least once and some went at least twice a month. One other way they tried to improve communications was to swap employees for a while."

Julie spent six months with her colleagues over there – and several Canadian engineers are still working within the Melbourne office. Even with modern communications it can't be easy to work with someone on the other side of the globe, but it worked. The intense collaboration produced the Broadband tester, which was released early last year. It is now the industry standard in Broadband communications test equipment. Although the initial product is a success, the project continues.

"We are still doing on-going development. We are adding functionality to the product all the time," Julie says.

The Broadband tester has been an overwhelming success. The product now has 95 per cent of the worldwide market and netted \$A100 million in export earnings last financial year. Japan is a principal market for this product as that country pushes ahead to have ISH available to all businesses and residences by the year 2010.

The Broadband tester is based on VXI technology, which means it is large and it weighs about 100kg. The ATO team is now working on a new, compact product that technicians can take out into the field. This will enable them to test broadband networks on site and also communicate with a Broadband tester in the laboratory if necessary.

Working with a colleague 15,000 km away isn't easy, but it can be done ... as the ATO team has shown us. **i**



is a term we keep hearing and reading, but what is this superhighway? The ISH will simultaneously carry huge amounts of material – such as text, data, voice and images – over optical fibre lines at the speed of a thought. The technology used is Asynchronous Transfer Mode (ATM). We don't need to know how it works to realise that any testing

## Inform us

Your contributions to *inform* are most welcome. "Letters to the editor", comments and story ideas should be sent via HPDesk to Michael Vavakis or Rosie Vine at Blackburn.

We are also interested in receiving photography from HP people. All contributions will be returned after use.

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