

Volume 1 Number 12

inform

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

systems

Procedures

PROCEDURES control

Quality System

TQM

Quality Endorsed Company
AS/NZS ISO 9002
Lic 5951
Standards Australia

Key process measures

Company

How are we responding to the attitude survey?

details inside

uality

ISO 9002: just like

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Have you seen the Leaning Tower of Pisa? It wasn't intended as a tourist attraction, you know. Pisa's city fathers needed an imposing campanile to house the cathedral's bells, but it never fulfilled that function. The bells accelerated the lean so much they were removed soon after the tower's completion.

The misadventures of Pisa's bell tower remind us that any service or product we provide must be free of defects and must do the job. That's where standards and quality control, such as ISO 9000, come in.

The business units and departments that many of you work in are already ISO 9000 certified. HPA/NZ started implementation of the standard just over two years ago and will continue into next year. This company has a culture of high standards and service to the customer, so you may ask "why do we need an external standard which has a head office in Geneva?". Read on.

ISO 9000 has its ancestry in military procedural standards. It is not a standard for the dimensions of a product, nor does it tell you how to go about servicing an item. But it does tell you how to standardise procedures and record them so that they will be performed the same way time after time. Everyone benefits because you know you have done a good job and the customer has the product or service expected.

Ian Gaunt is the person who orchestrated the process within HPA/NZ. He is the Regional Manager for Quality Management Services and Systems. He sees ISO certification as adding to HP's tradition of quality.

"(Our customers), and particularly our ever-growing numbers of new

customers, require an external benchmark by which they can assess HP against other potential suppliers. ISO 9000, being a worldwide standard, is one of those external benchmarks."

Ian had the responsibility for planning the implementation of ISO 9000 for HPA/NZ.

"First of all you need to understand the requirements of the standard and interpret it for HP's environment. This approach by HP was unique," he says.

"We then selected our third party auditors and explained to them the

system we were going to follow.

"Finally we went to our customers ... and said that in obtaining ISO 9000

certification

what would you want us to achieve which would match, or exceed, your requirements as well."

The third party auditor is a neutral, accredited agency which oversees the certification process. HPA/NZ appointed Standards Australia's Quality Assurance Services. It proved to be a successful association.

"Our implementation has been seamless and flawless and we've received very high commendation from our third party auditors that we are meeting all requirements of the current 1994 revised standard," Ian says.

"Most of our organisations have been able to achieve certification within a seven to nine month period from

"It enabled our department to have a manual where everything was documented."

clockwork



Precision

undertaking the commencement of documentation. Every part of our organisation has achieved such certification without recording one major non-conformance."

The department applying for certification must produce, and maintain, a quality manual which contains details of all key processes, such as drawing up an equipment order. This may sound like bureaucracy gone mad, but it has unexpected benefits. Stacey King was a quality representative with the Committed Order group when their manual was being developed.

"I found the most beneficial part of it was the documenting of the processes, because it actually enabled our department, for the first time, to have to have a manual where everything was documented," she says.

Previously it would pass from one person to the next. "Overall I think everybody did it in a similar way with the same results ... but I think (the manual) was a good way of showing best practices."

David Williams, Instrument Support District Manager with TMSO, also believes the documentation is of value.

"It can also be used as a training manual so that people who come across something they are not sure about can then delve into the manual and find what it suggests you do to handle the situation," he says.

Ian and his team based their ISO implementation on a series of simple flow charts showing the major steps of a process, followed by work instructions.

It is important to pin-point those actions which affect the value-chain from supplier to customer. Nobody gains from a manual cluttered with the detail of how to obtain a key to the building for out of hours work.

Many of HP's customers look for ISO 9000 certification in those who supply services and equipment. In the future ISO certification will become a condition of business with most customers, dealers, distributors and agents.

Ian Gaunt says that the gaining of ISO certification does not end the process.

"Every three years a full system audit is conducted on each entity that is carrying a quality assurance certificate.

"Approximately every six to 12 months ... a surveillance audit takes place. This is a spot check of a minor part of the complete system.

"Internal audits are carried out progressively, and continuously, over a 12 month span."

David Williams of TMSO has much to do

is a
tool
of
quality

with the internal requirements of the standard.

"(The quality manual) needs to be a living document. The pace of technology and change, new processes and people means that the documentation needs to change on almost a daily basis if you are going to end up with a fully documented system," he says.

Attainment of ISO 9000 is not a finality. Neither does it replace HP's own standards of quality assurance. Ian Gaunt says that HPA/NZ's future is very much QMS driven.

Remember that whether you are building a campanile for a cathedral, repairing a motherboard or producing an order, ISO 9000 has a great deal to offer you and your customers. **i**

"Customers require an external benchmark by which they can assess HP against other potential suppliers."

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Managing by wandering around

What is MBWA?

Is it just a nicety of yesteryear?

What about our Senior Management Team? Are they good role models for the rest of the managers within the organisation?

Do our managers practice the concept of MBWA?

Rosie Vine asks these questions, amongst others, of the people of HP to hear what they have to say.

“An informal HP practice which involves keeping up-to-date with individuals and activities through informal or structured communication. Trust and respect for individuals are apparent when MBWA is used to recognize employees’ concerns and ideas ... The HP Way.”

After looking at the recent HP Way video by Lew Platt, I started to think about what the HP Way – in particular, Managing By Wandering Around – (MBWA) really is. I pondered over whether it does exist and what it actually looks like? Working in the Personnel area enables me to talk with managers on various topics all the time, but do others throughout the organisation get the same opportunities?

In my attempt to write this article on MBWA, I was confused and a little perplexed as to how to handle this story. What would I ask people? Would they be honest in their replies? What about any repercussions on managers?

I decided that openness and honesty would only bring out the best for HP

and to be forthright was the best way to go. I realised that this could be a sensitive subject and wondered whether I was throwing my brilliant career to the wolves, but I knew that the truth must be told.

My interviews were informative and most employees were comfortable enough to open up and talk about what MBWA really means to them. Here are their comments:

Andrew Wong, a Customer Engineer in the Medical Group, feels that MBWA is still a part of the culture, although not to the same extent as when he started with HP more than five years ago. “I feel that it is important for managers to keep up this practice, because due to their travel commitments and being hard to catch up with when they are in the office, it’s easier for them to stop and talk with us. I usually find that what starts out as casual conversation usually ends up with talk of the business or where one is up to, and the outcome is beneficial to both.”

Donna Kennedy, a Calibration Technician in the T & M Group, states quite readily that although MBWA is regularly practised by managers in her area, the isolation of this area makes it less spontaneous on the part of other managers dropping by. “They wait until they have a reason to come over here, which makes it more structured, with a specific intention, and then it

would be more manager meeting manager,” says Donna.

After interviewing these two people I knew that I hadn’t discovered the whole story. What about MBWA across the company rather than just across a particular department. It was time for this intrepid interviewer to get back out there and interview some more people to discover the elusive truth. This time I thought I would go straight to the horse’s mouth and ask some managers what MBWA means to them. Here are the responses I received:

“MBWA is about relationship building,” says Bernie Tallis, Sales & Marketing Admin Manager. “Our open office plan is a plus, allowing managers to be aware of what is happening in their area and allowing managers from different areas to walk through, enabling them to be both visible and available to employees, however, even

with this setup, most managers do not take the opportunity to practice good MBWA.”

Australasian Sales FRO Manager Colin Byron sees

MBWA being practised but, like others, he feels that there could and should be more of it. “Because personalities are different, so are the ways that managers carry out their MBWA. Some managers are comfortable with walking around whilst others may prefer and

“MBWA is not just a nice bunch of words but part of a strong culture.”

(MBWA). Does it exist?

encourage employees to drop in on them.”

Both Colin and Bernie feel that MBWA blends in with the Open Door Policy in allowing everyone the opportunity to keep up to date and meet new employees. Other ways could be by having coffee sessions with mixed groups or at morning tea around the coffee machines.

Well, at last some success. So it appears that

MBWA does exist in various parts of the organisation (although it still isn't as strong as it could be). The responses I had received were open and honest, yet something inside this 'never-say-die' article writer told me that the story was still not complete. Several sleepless nights later I decided that the only way I could get to the heart of the issue was to go out and talk to more people. Armed with my trusty tape recorder I set out one last time. I started this day talking to Paul O'Brien.

Paul O'Brien, Logistics Specialist in the Customer Support area had this to say: "MBWA has changed over time as we have grown, however it **should be seen as normal practise** on the part of managers. MBWA is building trust and rapport with employees and this cannot be a successful practice if it doesn't happen at regular intervals. It takes time to get to know someone and vice versa. Over the 19 years that

I have been here, it has changed from senior managers openly and spontaneously dropping by to an occasional visit from some members of the SMT and one's immediate manager.”

Kathy Munslow was the next interviewee.

Kathy, who works in the ATO as a Marketing Admin Assistant, has been with HP for just over a year, and feels that because her area is out of the

mainstream, they don't have many senior managers walking through but there is a high level of MBWA within her department.

Now I was cooking ... genius had finally struck. I had missed the one thing that makes MBWA not just a bunch of nice words, but a part of a strong culture, inbred into every HP office across the world. One point from both Paul and Kathy made me realise that the only way the MBWA can happen, and the only way it would continue to happen is by the commitment of one small group within HP – the Senior Management Team. Their behaviour, their examples and their reinforcement would make this more than just a nice thing that HP did out of a garage in Palo Alto – or over the years when we were a much smaller organisation.

I realised that I needed to brave the lion's den and get down to the bare

bones of what MBWA is all about. This is what the lion had to say ...

Bruce Thompson, Region Admin Manager and a member of the Senior Management Team, is an avid exponent of MBWA. Bruce says he personally enjoys wandering around and chatting with employees, and agrees that more senior managers should be more involved in MBWA. Bruce and some other members of the Senior Management Team helped come up with the following list of best practices to ensure MBWA exists:

Good MBWA should be

- a casual activity
- enjoyable for both receiver and giver
- low key
- regular
- a feedback mechanism
- an information giving mechanism
- a focus across the organisation, not just within one's own department
- knowing your employees – not focusing only on business
- including everyone – not just the most socially outgoing people

Now that I have finished these interviews, I have come to the conclusion that although times are changing and workloads never seem to get smaller, it appears that the practice of MBWA is still very much a part of the HP Way and has stood the test of time.

It also makes me realise that managers are not the sole owners of MBWA ...

Maybe we all are. **i**

“Because personalities are different, so are the ways that managers carry out MBWA.”

How are we responding to the employee attitude survey?

Every two years you fill out an employee attitude survey then wait for something to happen. As you know, there is no compulsion to fill it in, yet 95 per cent of you take the time to record your impressions of HP.

That data doesn't sink into oblivion. HP is serious about improving your workplace. The company can only become, and stay, the 'employer of choice' if it is fulfilling its responsibilities as an employer.

In the past, results from the employee attitude survey were interpreted as a whole; that is, they were averaged out across the company. This is fine for the median employee but, as we know, reality seldom mirrors averages. For instance, for decades a government housing department in the US built standard homes for the average family of two parents with three children. One day a demographer went out to see just who lived in these houses.

lost on a sales or customer service department. Which leads us to what is happening at this time. The results have been analysed and will be applied on a functional / departmental basis. This may mean that your function is applying an entirely different set of actions to those your colleagues are working with in other functions. So the changes resulting from this survey may be different to what you have seen in past years. Also, you may find yourself taking more of an active part in making change happen.

Specific functional actions from the attitude survey – Australia

Medical

- Each manager to understand Pay for Performance process – focus on this with employee

TMSO

- Modify Asia Pacific ranking criteria, and implement locally.
- Individuals to self-rank and supplement manager's ranking

SSO

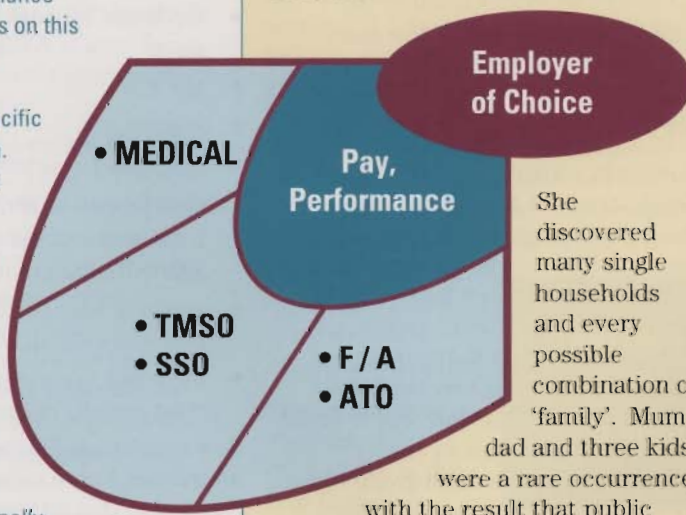
- Awareness of compensation of comparative positions externally
- Understand range-value methodology

F/A

- Run Pay for Performance workshops

ATO

- Peer evaluation of teamwork
- Formalise employee recognition schemes



She discovered many single households and every possible combination of 'family'. Mum, dad and three kids

were a rare occurrence, with the result that public housing didn't fit a majority of its users. This is what can happen when planners look only at the total results.

HP is growing rapidly and as the company grows in size and number of employees, it also increases in diversity. This means that what suits a group taken up with research and innovation, such as the ATO, may be

It must be intimidating for the management team to have a heap of information from an employee attitude survey. The results may tell you changes are needed, but what do you do next? HPA's Managing Director, Bill Hilliard, has no doubts.

"You have to go back to the people and listen, really listen to what they tell you," he says. "You can't sit here, a bunch of managers around a table ... because you'll come up with your own ideas."

The way of determining the specifics varies from one department to another because the emphasis is different in each. You may not have noticed a lot happening around your desk, but much work has already been done. The top three concerns shown up across the survey were development, performance/ranking

and relationships. Pay and the work environment were also near the top. Remedial actions will concentrate around these findings, but neighbouring business functions may find themselves implementing different plans.

For instance, CPO will concentrate on employee development. AFRO and PSO are concerned with relationships and the work environment. For Medical and TMSO it is pay/performance and the work environment.

Every functional management team is responsibly for drawing up, and implementing, an action plan. Each have gone about the task in a different way. For instance, AFRO ran its own survey and organised staff meetings. The CSO has a different approach. The function already knew it was lagging behind in training, which was one of the principal concerns reflected in the survey. They had already drawn up a schedule that will have most CSO staff being drawn into 'Champ' training in the near future.

Specific functional actions from the attitude survey – Australia

CSO

- Improve work practices
- Review job design, roles and resources

PSO

- PSO meetings/off-sites to focus on culture, development, new employee induction, relationships
- Develop staff induction plan

MEDICAL

- Restructuring of resources and workload

TMSO

- Training/individual consultation on stress prevention and management

TMSO

- Focus on team-based rewards and recognition

APFRO

- Continue physical layout improvements in warehouse and workshop

Employer of Choice

Work Environment

- CSO
- PSO
- MEDICAL
- TMSO

- APFRO

- TMSO
- RCO

- Re-unite Finance & Remarketing in one facility
- Conduct staff facility needs survey
- Complete staff resource backup plan
- Review resource allocation to major processes

RCO

- Continue physical layout improvements
- Relocate key operations to Level 3

What about Development?

So, the survey showed employee concerns and the various management groups have designed action plans to fix the problems. What happens now? The next move on development may be up to you.

Bruce Thompson, Director of Finance and Administration, says: "People have got to take control of their own development.

"They need to

take an intimate interest in ... the establishment of their own development plans."

Steve Parker, General Manager, Support, adds to that opinion, "I think it is a good test of the 'Open Door' policy in so far as people would seek to see me, just to get a perspective

outside their current role."

To assist in this process, our Performance Evaluation, Development, Selection and Job Scoping are being revised and linked through job skills / competencies. Employees will be given the opportunity to help define (or redefine) their job and determine and understand fully the skills required to be successful in that role.

This is then used as the basis of Performance Evaluation and Development Planning. The program is called Managing Performance At HP and will be rolled out across the organisation over the next few months.

As you know, HP's structure has been 'flattened' and there are fewer management levels. So a change from one level to that above is a bigger move. That doesn't have to mean your prospects are limited, but it does mean you may have to look beyond

"Basically most people just want to be told that they are doing a good job ..."

continued overleaf

Specific functional actions from the attitude survey – Australia

Analytical

- Align role definitions clearly with development plans
- Development plans to be consistently linked to PE feedback
- Employee shared ownership for development planning and implementation
- Regular reviews of PEs – to be more ongoing than conducted as an annual event

CPO

- Review decoupling PE and Development plan
- Put in place employee Steering Teams (Sydney/Melb)
- Complete Job Profiles for all positions and communicate to all team members

ATO

- Update all development plans with emphasis upon career development
- tighten performance evaluation and ranking linkage
- Formalise the acceptability of job rotation within the ATO
- Take every opportunity to use visiting VIPs to present topics of interest to invited or open audiences

TMO

- Job profiles for all key positions with corresponding individual development plans

SSO

- 3R/Job Profile process completed for all employees to DM level

RCO

- 3R/Job Profile process completed for all employees to DM level

F/A

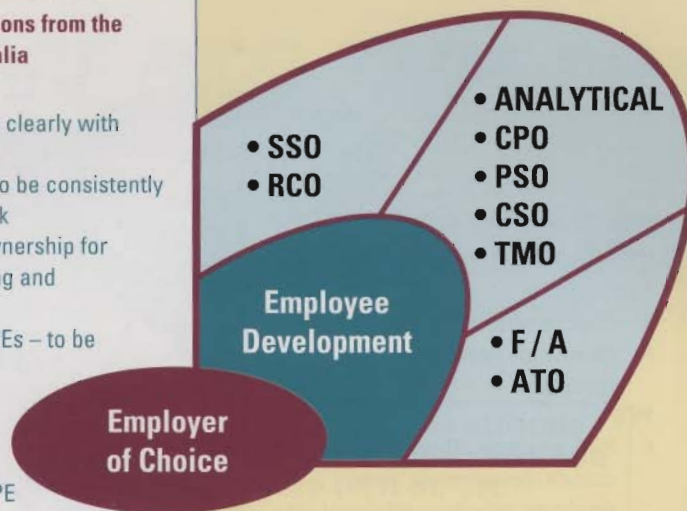
- Educate all employees to understand the need to take responsibility for their own development
- Continue Development planning based on Job Profile methodology
- Standardise reward and recognition approach

PSO

- Development programs expanded to all staff
- Job profiles defined for all staff
- Introduce worldwide consultant promotion process

CSO

- Provide funding for training – internal and external for managers and employees



continued from page 7

your present position. For instance, an electronics engineer may broaden their horizons by studying for an MBA instead of taking on further engineering studies.

At the same time, over the past year, HP has become increasingly aware of "Valuing Diversity" as a key business issue, as a part of a transition from legislation driven Affirmative Action objectives, to a broader diverse workforce to maximise their potential.

Interviews with the Senior Management Team, managers and employee focus groups were conducted throughout the year to explore employee development, flexibility, work and family support and what a diverse workforce really means to HP.

These findings reinforce that HP's values, workplace flexibility, development opportunities and work and life balance are significant in making HP a better place to work.

To follow up on these findings, the Senior Management Team will consider a strategy for the implementation of a work, life and diversity plan for the entity.

A review team including John Bieske,

Steve Parker, David Wright and Hans Neilson has been formed to explore and address this issue and further involvement from others will be encouraged in the near future.

What about the HP environment?

Some departments already knew they had a work environment problem before the survey results came in and they had plans in hand for improvement. In some cases the problems were indirectly caused by the change in plans regarding head office. As you read in the previous issue of Inform, the 'Woodvale' project will not go ahead in its original form. That means some divisions are adjusting their accommodation.

AFRO has been divided for some months, with Finance in one building and Remarketing down the road.

Manager Colin Byron, is working to reunite the department, "The architects have drawn

the plans and we are about to commence the upgrade."

This is good news for the staff. As Connie Bala, Administration Support, says: "Basically I think that the biggest issue was the workplace and hopefully that has been addressed now. I think

"Reuniting the department should make us think as a team again."

"You have to go back to the people and listen, really listen to what they tell you. You can't sit here, a bunch of managers around a table ... because you'll come up with your own ideas."

- HPA's Managing Director, Bill Hilliard

(reuniting the department) is good as it should make us think as a team again."

TMSO moved last year to what was supposed to be temporary accommodation while awaiting the move to the planned Woodvale office. Kevin Donahoo, TMSO Country Manager, knew something had to be done to their working space.

"The engineers were concerned about this environment. It didn't allow for the production and movement of goods. We put new lighting in, a new ceiling and laid the place out differently with new air conditioning throughout."

Those changes seem to have hit the mark.

"The air conditioning was a big problem as it influenced whether we could service equipment in the right environment. That was attended to, with some delay, but now it is very satisfactory," says Peter Burford, one of the Bench Engineers.

What about Recognition?

Several HP divisions found recognition, or lack of it, for a job well done was important enough to make their own action plan to address the concern.

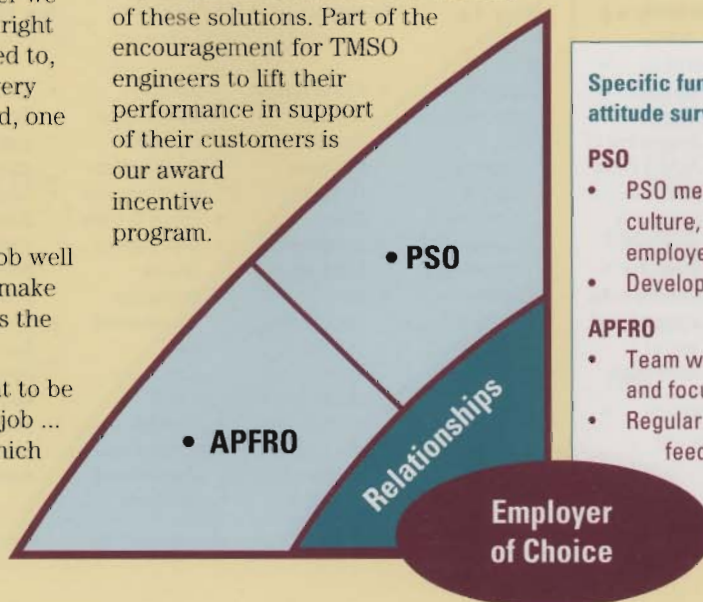
"Basically most people just want to be told that they are doing a good job ... Those kinds of simple things which often get missed. So we are going to ask each of the department managers to manage those kinds of

programs that their department requests." Bruce Thompson says.

TMSO has designed an award system of its own. The department has also changed its outlook on marketing.

The historical view of TMSO was that if a customer's HP equipment broke or needed calibration, it was sent to us for service. TMSO itself had that view. Market research told us that this was not the case. As a result TMSO is now actively promoting and marketing its product, with the focus on reducing the cost of ownership of HP T&M equipment.

What must be understood is that TMO no longer simply sells a box. We use solutions; these include sales, installations, applications and service support. TMSO is now considered an important component in the delivery of these solutions. Part of the encouragement for TMSO engineers to lift their performance in support of their customers is our award incentive program.



Each week TMSO pins performance graphs on its notice board to show how the teams are working towards their business target. The drive is towards a stretch goal at the end of FY95. Since we are on track at the halfway mark, we plan to set aside a day to take the pressure off, review our half-year achievements and generally spoil ourselves as a group. As an on going incentive awards are issued each month to teams which over-perform.

These are only a small sample of the activities following on the results of your employee attitude survey. So don't just wait until someone tells you where your department's action plan is heading. Find out what is planned and take an active part in it!

continued overleaf

Specific functional actions from the attitude survey - Australia

PSO

- PSO meetings/off-sites to focus on culture, development, new employee induction, relationships
- Develop staff induction plan

APFRO

- Team workshops to review HP Way and focus on team culture
- Regular coffee sessions to seek feedback on issues



	Mar 1995	May 1995	Aug 1995	Nov 1995	Feb 1996	May 1996	Aug 1996
CPO	On track	On track	On track	On track	On track	On track	On track
CSO	On track	Warning	On track	On track	On track	On track	On track
PSO	On track	On track	On track	On track	On track	On track	On track
MEDICAL	On track	On track	On track	On track	On track	On track	On track
ANALYTICAL	On track	On track	On track	On track	On track	On track	On track
TMO	On track	On track	On track	On track	On track	On track	On track
TMSO	On track	On track	On track	On track	On track	On track	On track
SSO	On track	On track	On track	On track	On track	On track	On track
RCO	On track	On track	On track	On track	On track	On track	On track
F&A	On track	On track	On track	On track	On track	On track	On track
APFRO	On track	On track	On track	On track	On track	On track	On track
ATO	On track	On track	On track	On track	On track	On track	On track
ENTITY MGMT	On track	Warning	On track	On track	On track	On track	On track

To be progressively completed
 Warning
 Not Applicable
 Off track

On track



Mar 1995	May 1995	Aug 1995	Nov 1995	Feb 1996	May 1996	Aug 1996
Action Matrix complete with: <ul style="list-style-type: none"> Key areas for improvement Issues Actions Outcomes 	Demonstration of the following in progress for Business Units and Entity: e.g. <ul style="list-style-type: none"> Communication to all employees of Action Plans. Specific actions in progress. Dates for Actions to be implemented and/or completed 	Demonstration of progress of Business Unit Actions outlined in May: e.g. <ul style="list-style-type: none"> Specific communication processes Specific involvement of employees Effectiveness of Actions Revise plans/ dates if required – document on Matrix 	Review Actions Implemented throughout the Entity planned in May: e.g. <ul style="list-style-type: none"> #Job Profiles in place Specific Business Units who have implemented Entity plans Any amendments defined. Revised plans/ dates to implement and review documented on Matrix 	Demonstration of Progress of Rolling Plans: e.g. <ul style="list-style-type: none"> Specific communication and Involvement of employees: Focus Groups Mini-survey/ review Outcomes documented and communicated Revised plans/ dates documented on Matrix 	Review Actions Implemented throughout the Entity in May/ Nov 1995: e.g. <ul style="list-style-type: none"> Specific Results communicated Specific Business Unit implementation of Entity Actions Prepare for Survey to be conducted in August - test progress over past 18 months 	Conduct Formal 1996 Employee Attitude Survey

How are we responding to the attitude survey in NZ?

New Zealand's results showed employee development as the area most needing improvement.

Job satisfaction, functional/departmental management and performance/pay are the other areas which show need for attention. As well as taking a departmental approach to the survey results and leveraging activities in the Australian business units, New Zealand employees will be finding their own solutions to suit local conditions.

"Through analysis of the results and the follow-up workshops that have been conducted with most employees, we found that the major underlying concern was work pressure," said New Zealand General Manager Greg Barton.

"Most of our positions in HPNZ are, by their nature, quite broad with a wide range of responsibilities, rather than a narrow specialisation." Greg says. "This means that people often have several conflicting priorities in different areas to deal with and need a wide range of information to do their jobs effectively.

"There were some specific circumstances at the time the survey was conducted that were contributing to the work

pressure that may have coloured the results. Financial performance was very strong, with a number of major projects taking extra effort to control. The Systems Support team had been without a full-time manager for

months due to illness, and overseas travel commitments meant that parts of the management team had been absent from the

office for an extended period.

"While the strong financial performance has certainly continued we've been able to benefit from it through the record profit share. We also had the opportunity to celebrate and reward

the 'Hundred Million' orders for FY/94" said Greg. "With the appointment of Christine Scammell as SSO Manager in October, some reduction in Mel's travel, and several other key appointments, I think that those 'one-off' factors that were contributing to work pressure at the time have been relieved. I sense there is a greater level of confidence now."

However, NZ and Region management

"We've done quite a lot to celebrate success and recognise contributions."

Specific functional actions from the attitude survey – New Zealand

SSO

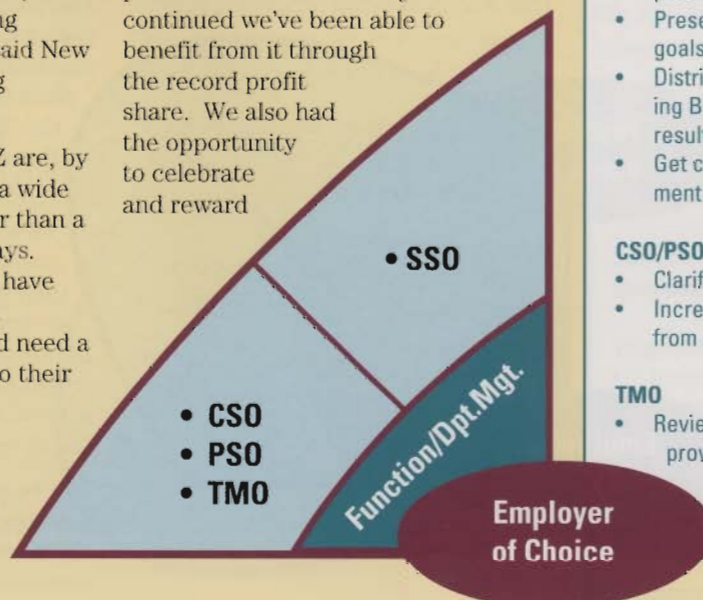
- Publish and display FY95 quarterly goals and implementation plans
- Quarterly review session (Auckland/Wellington attendance)
- Present achievements against goals
- Distribute written results (including BFT's and Quality project results/updates)
- Get closer management involvement with Top 30 customers

CSO/PSO

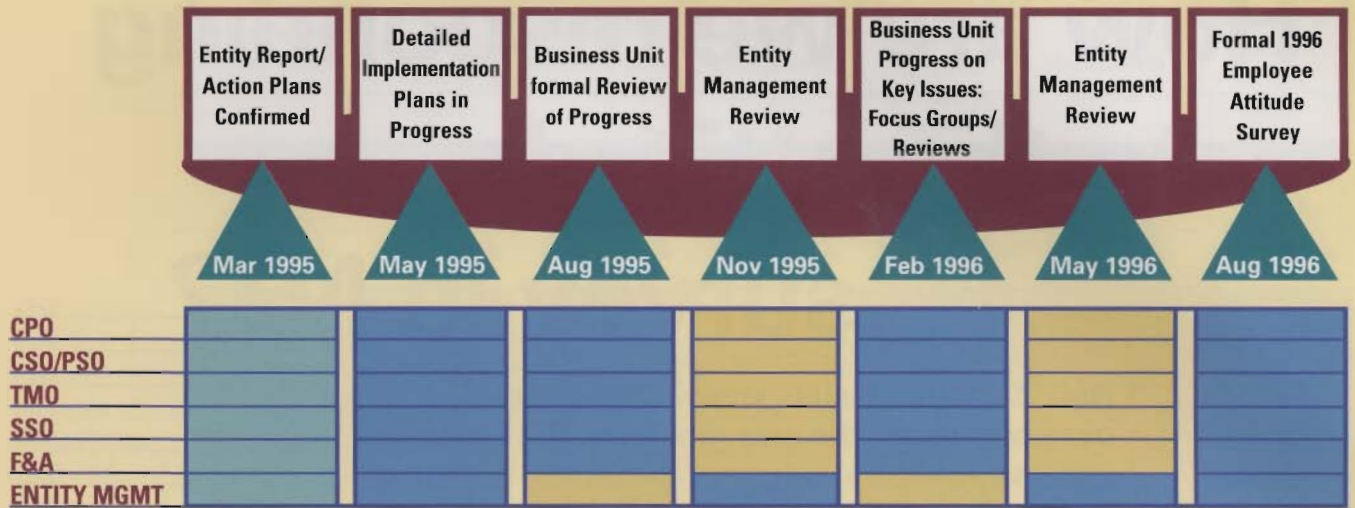
- Clarify direction for HPNZ
- Increase delegation/autonomy from Australia

TMO

- Review reporting/structure to provide better linkages between goals and recognition



continued overleaf



Specific functional actions from the attitude survey – New Zealand

SSO

- Confirm organisational placement/skills set requirements
- Product training review against course materials and individual plans
- Review of CBT and other soft-skill requirements
- Bi-monthly one-on-ones: review training, productivity, focus and direction

CPO

- Review decoupling PE and Development plan
- Put in place employee Steering Team (Auckland)
- Complete Job Profiles for all positions and communicate to all team members

CSO/PSO

- Provide product and program training
- Focus on customer expectations (complete market survey)

TMO

- Rearrange group seating
- Clarify roles and responsibilities
- Schedule time for more interaction

are not sitting back believing everything is solved. Barry Hastings, Corporate Account Manager of CPO in Auckland, is a member of the recently convened staff development advisory council.

“What we are doing is resurveying the New Zealand CPO staff, particularly on the staff development process, just to see how they really do feel, whether their development plan is good, bad or otherwise.”

That survey is being processed now

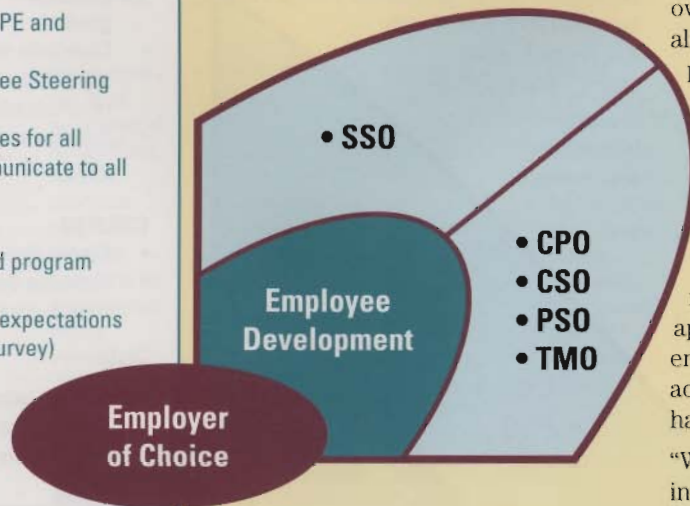
and the results will help the advisory council to draw up a suggested action plan. Barry sees other problems that need to be addressed.

“We have taken off so fast but we are not keeping up. Three years ago ... I think we were giving a lot more personal interaction type service (to clients) than we are doing today. I think the reason we are not able to do it today is we just have that many more customers out there.”

Barry adds that the turnover of his own group is “going ballistic” by almost doubling every year. There are plans to appoint some extra staff to the NZ offices when people with the appropriate qualifications are found.

As with their Australian counterparts, some NZ staff felt their effort was not always recognised. Of course it was appreciated, but in the busy office environment may not have been acknowledged. Greg Barton says that has already changed.

“We’ve actually done quite a lot locally in terms of celebrating success and recognising special contributions. In November we all participated in the



Specific functional actions from the attitude survey – New Zealand

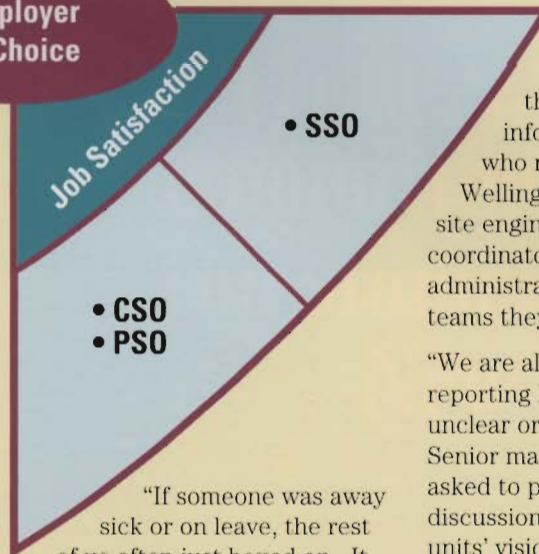
SSO

- Complete analysis to understand pressure points/delays/loadings
- Set clear objectives, back-up strategies and escalation processes for all sections
- Set up quarterly forums for review of activities, customer issues and produce action items

CSO/PSO

- Establish clear structure and goals (Red/Green/VCP) and communicate to staff and customers
- Recognise contribution as well as result
- Maintain resourcing (reduce delay in replacements)

Employer of Choice



“If someone was away sick or on leave, the rest of us often just boxed on. It has hero stuff.”

closer contact and therefore easier flow of information between teams who need it. For example, in Wellington we have located the on-site engineers alongside the call coordinators and the order administration team next to the sales teams they work with,” says Greg.

“We are also working to clarify reporting lines where these are unclear or not working effectively. Senior managers who visit are being asked to participate in broad staff discussions to share their business units’ visions and directions and to help local employees improve work conditions and pressure.”

“Hundred Million NZ” celebration to recognise the passing of that order milestone. Within the business units there were other celebrations to mark a very successful year. Often though, the efforts are not related to a sales order; for example, the recent change of ownership of our major CPO distributor, HPD, caused a lot of extra work in changing our processes and records to allow orders and product to continue flowing smoothly. We’ve recognised that sort of contribution with team functions, and we’ve had a lot more social gatherings around the offices. Whether these are lunchtime barbecues, evening drinks or special events like the recent Wellington ‘muffin bakeoff’ (which was contested almost as keenly as the America’s Cup), they all help to encourage communication and teamwork.

“We use the ship’s bell in each office to herald the bookings of big orders, or to announce other significant successes. The manager responsible for the area usually provides some appropriate goodies to eat and drink, often with considerable originality.”

To address the ongoing work pressure we’ve taken a more proactive approach to flex-force and short-term resourcing as well as the appointments mentioned earlier.

“We are far more proactive with flex-force when people are away now rather than leaving the rest of the team to cope during that time. We plan to have the flex-force people there as soon as someone is away. That has eased the pressure,” Greg says.

The offices now have the pick of a small pool of temps who are regular workers with HP. They already know company procedures and can fit in and become productive immediately on arrival.

“Since the survey we have rearranged parts of both offices to provide

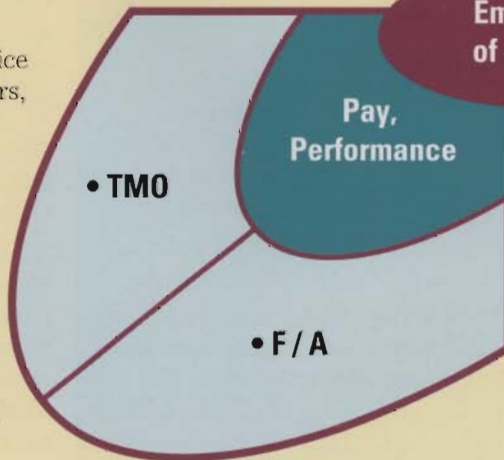
“The rest of us boxed on. It was hero stuff.”

The results of the employee attitude was not good in the New Zealand offices, but many positive changes have already been made with others to follow. The important

thing is that management is taking the results seriously. It is in everyone’s interest to get involved in planning and opinion groups and to work together to produce a happier environment.

Ed: *The attitude survey results will appear on story boards throughout all HP offices. For more information contact your manager.*

Employer of Choice



Specific functional actions from the attitude survey – New Zealand

TMO

- Increase staff visibility to functional (Australian) management for ranking/salary review

F/A

- Review need for repetitive, low-value activities
- Recognise contribution

New horizons

Hold on to your hats ... HP Finance and Administration is off and running

Change is sweeping through all parts of HP. Within Finance and Administration some functions are moving off shore, such as the IT data centre. Other departments are in the process of restructuring. These changes will affect the way business is conducted and the position of many employees.

One such change is in sales liaison with customers. Janet Subbiah is team leader for a new concept within HPA, that of the 'Spoc' (Single point of contact) project.

"What we are trying to achieve is to get the customer to have just a single point of contact. As far as they are concerned they just have one person who is accountable for all the queries and problems that they've got. We are trying to hide our customers from all our internal problems," she says.

No matter what the enquiry or problem is, the customer contacts Janet. She has already visited large clients, such as Telstra, to build up a rapport with them. Janet has an order administrator, plus credit and support contract people working alongside her. They are no longer in a different parts of the building. The project has been in

action for only a few months, but already the feedback from customers is favourable. For instance, the 'Spoc' team found out that HP invoices did not match the requirements of some customers, consequently they were slow in paying. The team matching billing

forms to the clients needs and expect this to speed up account payments.

Administration and Finance also needs to keep up with movements in trading patterns. An illustration of this is the CPO, where the number of clients with multi-million dollar exposure to HPA has increased greatly. Increasingly, many customers are trans-national companies. This has two dangers - the total financial risk to HP may be great or the parent company of the local subsidiary may be in financial difficulty. These complications call for a more involved analysis of the credit risk, which in turn needs greater technical and legal skills from the business analysts in HPA's Credit and Treasury department.

Several employees in this section are upgrading their qualifications with assistance from HP. In the future, people applying for positions in Treasury and Credit will need to have the appropriate technical and legal abilities.

The small amounts of money need to be collected too. Transaction amounts of less than \$5000 make up a considerable volume of HP business. However, billing and collecting these small accounts, such as for the repair of a printer, take

up a lot of resources and staff time. About two years ago HP trialed the use of specialist collectors for this work. The outsourcing proved to be cost effective and efficient. Several of HP's businesses now use this method to bring in these important small dollar accounts.



Paul Langdon and Alex Kulincevic talk about changes within the credit area

HP is 'globalising' those of its functions that lend themselves to centralisation. Corporate treasury will soon be managed from the USA. Another example of this transfer of responsibilities is the ITC (IT data centre) to Singapore.

"In the last few years we had close to 100 ITCs worldwide," says Loo See Wong.

"We are consolidating in Asia-Pacific into only two ITCs ... Japan and Singapore."

Loo See is Program Manager of IT in Melbourne office. The last of the IT production machines from HPA will be moved to Singapore by the end of June. As a result the department will need a smaller staff. Management anticipated the resultant down-sizing and brought in a career counsellor to help staff plan

"Several employees are upgrading their qualifications with assistance from HP ..."

Measurement committee sets the standard in New Zealand

their future occupational movements. Loo See is helping staff to adjust.

"Because of the change in function we are also looking at re-skilling our people. We are focusing more on providing solution consulting rather than production support. We are identifying (the employees') key areas and their strengths, through training programs. I think this is very important, as a lot of people are under stress," she says.

The days of employment in a narrowly defined field are over. Today's employees need to be versatile and well informed. Alex Kulincevic, Treasury and Credit Manager, believes staff must keep a broad outlook.

"A few years ago if you joined the company in the credit group you pretty well knew that your job would be the same, but that is no longer the case. We are very much aware that we need to have multiskilled people in the work force. We focus on their training and their multiskilling. Also, we encourage people to spend time in other departments to find out how that department relates to their own job and how they affect that department," she says.

These are just a few of the changes happening within the Finance and Administration department. Perhaps similar transformations are occurring in your own part of the company. As we know, HP and change are old acquaintances, and now is as good a time as any to start planning for the future.

Alex Kulincevic says: "I can see a lean, outstanding company in the future. I think HP is doing all the right things to ensure they are there in 50 or 100 years' time." **i**

Keith Baucke was recently invited to join the NZ National Measurement Standards Advisory Committee. He is Technical Manager of the TELARC laboratory in Wellington.

The committee was recently set up by the Minister of Science and Technology to assist commerce and industrial research. It is chaired by a representative from the Measurement and Standards Laboratory division of Industrial Research Ltd (IRL) and has six other members. These include the General Manager of TELARC (the Australian equivalent of TELARC is NATA). The Measurement Standards Laboratory oversees testing, standards and measurement within New Zealand. The committee expects to coordinate and advise on testing standards around the country.

"We take submissions about what IRL wants to do, what the commercial sector want of IRL and we make recommendations to the minister," Keith said.

Keith comes to his new appointment well qualified. He ran an electronics laboratory for the army for many years where he worked on RF and microwave equipment. About nine years ago he came to work for HP just as a testing laboratory was being set up in Wellington, where he has worked ever since.

"It's basically electronic calibration testing, much like the facility that HP Australia has in Melbourne. But it's not quite as large and it doesn't cover quite as many tests. It is electronic testing, basically of HP instruments but we do a lot of testing on multi-vendor units as well.

"We get a lot of assistance out of HP Melbourne as well as our worldwide network of calibration labs," he says.



Healthy Wealthy & wise

Health foods that aren't

Even though nuts are a source of protein and carbohydrate and contain a variety of vitamins and minerals, they also have a lot of fat and calories (kilojoules). Although the fat they contain is mainly monounsaturated and polyunsaturated, if you are trying to cut down the amount of fat in your diet, it might be a good idea to avoid using nuts as a snack alternative.

Nut	Approximate % fat
Acorns	5%
Hazelnut	33%
Pine nut	50%
Pistachio	50%
Walnut	50%
Hickory	66%
Macadamia	74%

Toasted muesli

The nutritional value of muesli varies. Most toasted mueslis have approximately the same sugar and fat content as some sweet biscuits. On average a serve of muesli has around 12 grams of fat.

"Natural" mueslis are a better alternative but make sure you check the sugar content in the nutrition information panel on the package.

Carob

Carob is preferable to chocolate because it contains dietary fibre and has less fat.

However, carob in "health" bars can have added sugar and fat. In an average 100g carob bar 53% is fat – most of it saturated.

Once again, check the nutrition information panel on the package.

Muffins

English muffins are great for breakfast or as a snack. They have approximately the same nutritional value as two slices of bread. They contain very little fat or sugar.

However, the muffins that you buy for a snack at sandwich shops (oatbran, blueberry, banana etc) are actually more like cakes and contain both fat and sugar. To test the amount of fat in this type of muffin, place one in a brown paper bag and leave for about ten minutes. The oil stains on the bag will show you how much fat is actually in it.

Savory biscuits

Biscuits can be classified as either sweet or savory. But both are essentially made of flour, fat and sugar. Savory biscuits have less sugar but more salt, while they both can have equal amounts of fat.

So if you are trying to reduce your fat intake, the only "biscuits" that are good alternatives are crackerbreads and crispbreads. However, while being low in fat they do not offer any advantages over bread.

Two slices of bread generally provide a similar number of calories/kilojoules as

four crispbreads. The butter or margarine spread on top will increase your fat intake and it's easier to spread more on four biscuits than on two slices of bread.

Source: *Rosemary Stanton's Book of Food and Nutrition*, published by Simon and Schuster.

Business boo-boos

A survey has found that the biggest mistakes managers make when dealing with their staff (listed in order from the worst faults to less serious faults) are:

- Failing to see the other person's point of view.
- Failure to show appreciation or give credit.
- Failure to size up employees correctly.
- Lack of leadership.
- Lack of sincerity.
- Arrogance.
- Failure to delegate authority.
- Indecision.
- Letting emotions rule their decisions.
- Lack of courtesy.
- Jealousy.
- Losing their temper.



Coping with missing out on a promotion

Have you been passed up for a promotion you thought you deserved? Here are some pointers for dealing with the let down.

- Congratulate the person who won the position and offer them your support and loyalty. It is better to develop positive relationships than formidable adversaries. Battling with your enemies does little for your career – it wastes time and is futile if the other person now holds more power than you. The worst thing you can do is to react emotionally and inappropriately. It will only lessen your chance of getting other promotions in the future. It is difficult to respect a sore loser.
- Ask the person who made the decision why you weren't chosen. Make sure they understand that the reason you are asking is to find out what you need to do in order to put yourself in a better position for future promotions.
- Work on improving your self image. People who get ahead perceive themselves as winners and thus are perceived by others as winners. The more time you spend dwelling with negative feelings, the more power you give them.
- Consider it as a learning experience. Imagine yourself looking back in 10

years when you are the Managing Director of a major corporation and thinking about how strategic this result was in your rise up the ladder.

Five ways to increase your productivity

1. Do it now

One of the main reasons why people put things off is because the task appears unpleasant. But will that task become more pleasant given time? Probably not ... and it could actually become more unpleasant. Do it now and get it over with.

2. Handle paper quickly

When you first read something, decide whether you want to deal with it, delegate it, file it (for future reference) or throw it.

3. Know what is expected of you

Be aware of your short and long term responsibilities. It's a good idea to have these in writing. Make sure your boss has a copy. Effective communication saves a lot of time.

4. Take good care of your health

You can't be productive at work if you're at home sick.

5. Be positive

One of your greatest challenges everyday is to stay excited about what you do every day.

The five C's of stress

The only way to successfully reduce your stress levels is to identify the source of your stress, rather than blame someone or something that has nothing to do with the real issue. So you should be looking at the incident that is appearing to cause you stress and asking:

Why is this particular situation causing me stress?

Would this situation cause other people stress?

If this happened to me tomorrow, would it bother me as much?

What else is going on in my life that could be influencing my reaction to this situation?

Consider that one of the following five 'C's of stress could be the underlying cause of your stress.

Chaos

Do you need to organise your life?

Do you prioritise your day?

Do you need to learn how to say 'no' to things you really don't want to do?

Are your time management skills rusty?

Challenge of beliefs

Is something that you have always thought to be true being challenged?

Have you perceived someone's intentions incorrectly?

Change

Are you resisting change?

Are you living in the future?

Control

Are you trying too hard to control the situation?

Are you trying to control other people?

Consistency

Are your actions ambiguous?

Are you relying on your expectations being met?

Is there a discrepancy between what is real and what you are imagining?

When you consider that other people may not even bat an eyelid at some of the things that cause you stress, you can see that reducing your stress levels depends on your choosing to do one of two things:

1. You can change the world in which you live (your environment, your job, your friends etc); or

2. You can change the way you think about the world.

Telephone systems enter a new era

HP and a New Zealand phone company prove that industry leaders really can make it up as they go along

The telephone systems of Australia and New Zealand were once monopolies run by the postal service. Their policies were conservative and not customer oriented. Times have changed.

New Zealand's telephone system was deregulated six years ago. Now two carriers, Telecom New Zealand and CLEAR Communications, compete to provide national and international toll connections for subscribers.

CLEAR is a dynamic, customer focused company. Two years ago it decided to update the capabilities of its network management support systems in order to improve its fault resolution process and customer satisfaction.

The company approached Hewlett-Packard, and several other telecommunications equipment suppliers, to provide a signalling network monitoring system.

At that time no telecommunications equipment company produced such a system, but HP had already identified similar opportunities in the USA and was close to the market.

Dave Heads, Business Manager for TMO in NZ, explains.

"Every time you pick up your phone and place a call a number of messages pass back and forth between switches in the telephone network. The HP system captures and analyses all of those messages. In terms of what it can do for the customer it's mainly a quality service tool. It can also

be used in troubleshooting problems as diverse as switch congestion, incorrectly dialled calls and detecting credit card fraud.

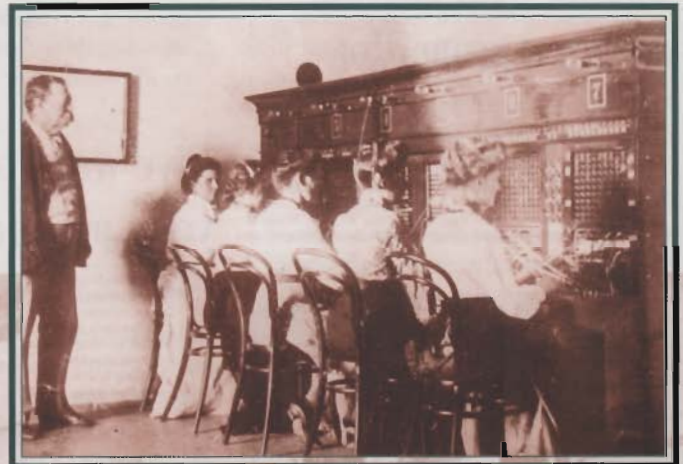
"HP had data sheets that described the system we were working on, but we hadn't shipped to any customers and we hadn't actually gone into production. The customer told us what they wanted and we told them what we were working on. We seemed to be heading in the same direction and agreed to work together to craft a solution."

The development work on this new product was happening at HP's TSD Division in Queensferry, Scotland. Dave, in association with Peter Stapleton from the Melbourne office and Andrew Lau from Malaysia, worked closely with the Scottish team on the proposal for CLEAR Communications. The process was delayed a year ago when CLEAR had a number of pressing policy matters to attend to, but Dave and his associates pushed on to success.

"After a tough competitive battle we signed the contract on Wednesday 26 April (this year). Installation will be

in August and the system will go 'live' a round about October," he says. "This will be the first system of its type to be installed in the Asia Pacific region."

The sale itself is substantial, being worth more than \$A700,000 (\$NZ770,000), but HP involvement



HP moving telephone systems into the future

"This will be the first system of its type to be installed in the Asia Pacific region"

doesn't cease with installation. "The system is an on going revenue generator. As CLEAR's network expands they will require additional monitoring points and capability. There is also a support contract which is more than \$A100,000 per year," Dave says.

The system is modular and is designed for expansion. Extra application software modules, such as fraud-detection or billing verification, can be added in the future. These will be developed for CLEAR as needed, because individual client needs differ. Times have, indeed, changed. To succeed today any business must be customer oriented and HP is assisting CLEAR Communications to be just that. **i**

An informal network catches on...

Networking is one of today's buzz words. We hear on the radio, we read in books and we are harangued by lecturers all telling us of the importance of forming our own networks.

It makes sense to have a web of friends, business contacts and work mates on whom we can call for advice or information, but imagine the potential power of a group of people amalgamating to form a network. That's just what the HPA Networking Forum is all about.

Rose-Marie Todes, Staffing Program Manager, is a member of the planning team. She says the group started about 18 months ago as a women's forum.

"The women were uncomfortable working with men and they felt that they wanted to develop their confidence. For 12 months we did that, then we felt that there was no reason men shouldn't be here. Most of the topics are totally gender neutral. The women had developed their confidence sufficiently, so there was no reason men shouldn't be here," she says.

Like a lot of good ideas in HP, the network started with a few employees getting together. Their aim was to share their experiences and skills, and invite the occasional guest speaker. The idea was an immediate success with many others wanting to join in. The group now has a committee and operates with the commitment of management. Many of the meetings are at lunch time, but attending can be a bit of a challenge.

"There are some people who can't get away from their phones. They have support roles, such as a customer engineer in the Response Centre. That's why we have breakfast (meetings) that

start at about 8 am and we have others at 4 pm. Often we provide lunch, other times we ask people to bring lunch as we want to keep it at a low cost," says Rose-Marie.

The meetings are popular. At the April forum, Natalie Lode, a physiotherapist who combines her talents with professional speaking, spoke about enhancing energy, learning to relax and reducing back and neck pain amongst other things. The session had a strong attendance with standing-room only.

"There are two things that I think make the Networking group really important within HP," says Norma De Burgh, an active member of the group since its beginnings. "Firstly, you get the opportunity to meet people that you wouldn't normally get a chance to meet and, secondly, you have the opportunity to learn about a whole range of interesting and informative topics. It's a really worthwhile experience."

One of the original aims of the network was to provide a forum for personal and

HPA NETWORKING FORUM
MISSION
"To create and nurture a network of professionals..."

OBJECTIVES:

- Provide opportunities for the development of business and personal skills.
- Encourage career planning, personal development and achieving a balanced life.
- Foster Networks within HP and with other companies to provide advice, support, information and contacts for employees of HP.

The HPA Networking Forum is committed to providing balanced, productive and accessible programs, and initiatives with the support of management.

HPA Networking Forum Participants

Wendy Barker	Ext 2419	Norma De Burgh	Ext 2698	Vicky Douglas	Ext 2708
Lisa Galsbath	Ext 2565	Bruce Marsh	Ext 2918	Suey King	Ext 2929
Melaine Miranda	Ext 2811	Guy Filmer	Ext 2452	John O'Garra	Ext 2926
Cate Reiman	Ext 2869	Brenda Nischke	Ext 2448	Rose-Marie Todes	Ext 2926
Pauline W.	Ext 2826	Mandy Patten	Ext 2783	Inna Pritsford	Ext 2776
Sharon Johnson	Ext 2476			Barbara Pawlson	Ext 2923
Michelle Verica	Ext 2929			Victoria Quinlan	Ext 2920

Hewlett-Packard "Valuing Diversity"

What the HP networking is really about

professional development. The planning team still has that commitment as Guy Pilens, of the ATO, points out.

"We try to get a broad spectrum of various interests that would appeal to most of the people in the building, from personal issues right through to household management, to sporting activities and motivation. We are trying to cover as much as we can," Guy says.

This year's program includes office ergonomics, recycling, cookery for the busy person, self defence and key business speakers. The meetings are publicised well in advance and families and friends will also be invited to attend some events.

A few enthusiasts attend every meeting, but most people select the topics that interest them. The average attendance at a forum is around 50 and the committee is pleased to see many first-timers each month. **i**

"... an opportunity to learn about a range of interesting and informative topics."

Letters to the Editor



Letters to the Editor

Dear Editor,

Throughout the last few editions of **inform** there has seemed to be on going encouragement for reader input i.e. through stories, letters to the editor etc. Last month, I decided to take this offer up and I submitted a short story about my department. Two editions later I am still waiting to see it in print. If you are not really committed to get employee involvement, then why ask?

Ed: Your story was received and appreciated. As you can understand, the content of **inform** is based on what is current and relevant at the time of publication. Unfortunately, the past two issues have been full due to the many changes occurring within HP at the moment. We hope to include your contribution in the next issue and, once again, appreciate the time and effort spent on your contribution.

Dear Editor,

I would like to comment on the level of "technical complexity" of some of the story contributions in the last edition of **inform**. In particular, the story on NSMDA and openview left me a little confused. I know we are a computer company but remember we do not all have technical backgrounds.

Ed: We will take note in future editions. I don't think we want to completely move away from some technical stories, but we will ensure we include a technical glossary at the end of each "technical" contribution.

Dear Editor,

I was absolutely appalled to read about the new building at the Burwood site. I can't understand how such a successful company can make such dumb decisions. First of all we lease out the Abbotsford site when we didn't have enough space in other buildings, then our new Melbourne office is cancelled and now it is being built again for part of the organisation. Who is the responsible for the decision making?

Ed: The building strategy is part of an overall move that HP worldwide has made towards investing its dollars into revenue-generating activities rather than property. The

facility at Burwood will not be owned by HP, only leased, and the Blackburn facilities will be updated and refurbished. The move of the ATO will also reduce the space burden in the Blackburn office. As for the Abbotsford site, that action was a result of a different strategic direction at that time. For more information, you should contact the Facilities Department.

Dear Editor,

I was surprised to hear that HP was sponsoring a yacht in the Sydney to Hobart yacht race. In fact the first I heard about it was in the last edition of **inform**. It is unfortunate that we rarely get to see or hear about the community focused, philanthropic activities that we are involved in as a company. I think HP needs to do more to keep the internal communication lines open. Many relevant and interesting things that seem to go on but remain relatively unknown.

Ed: **Inform** attempts to give an overview of some of the newsworthy activities occurring across the company. Unfortunately, **inform** is only published once per quarter and is limited by its size. But we will endeavour to develop a solution in the future.

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.

Moved or moving?

We want to ensure that you get every issue of *inform*. Please advise Personnel Services of your change of home address.