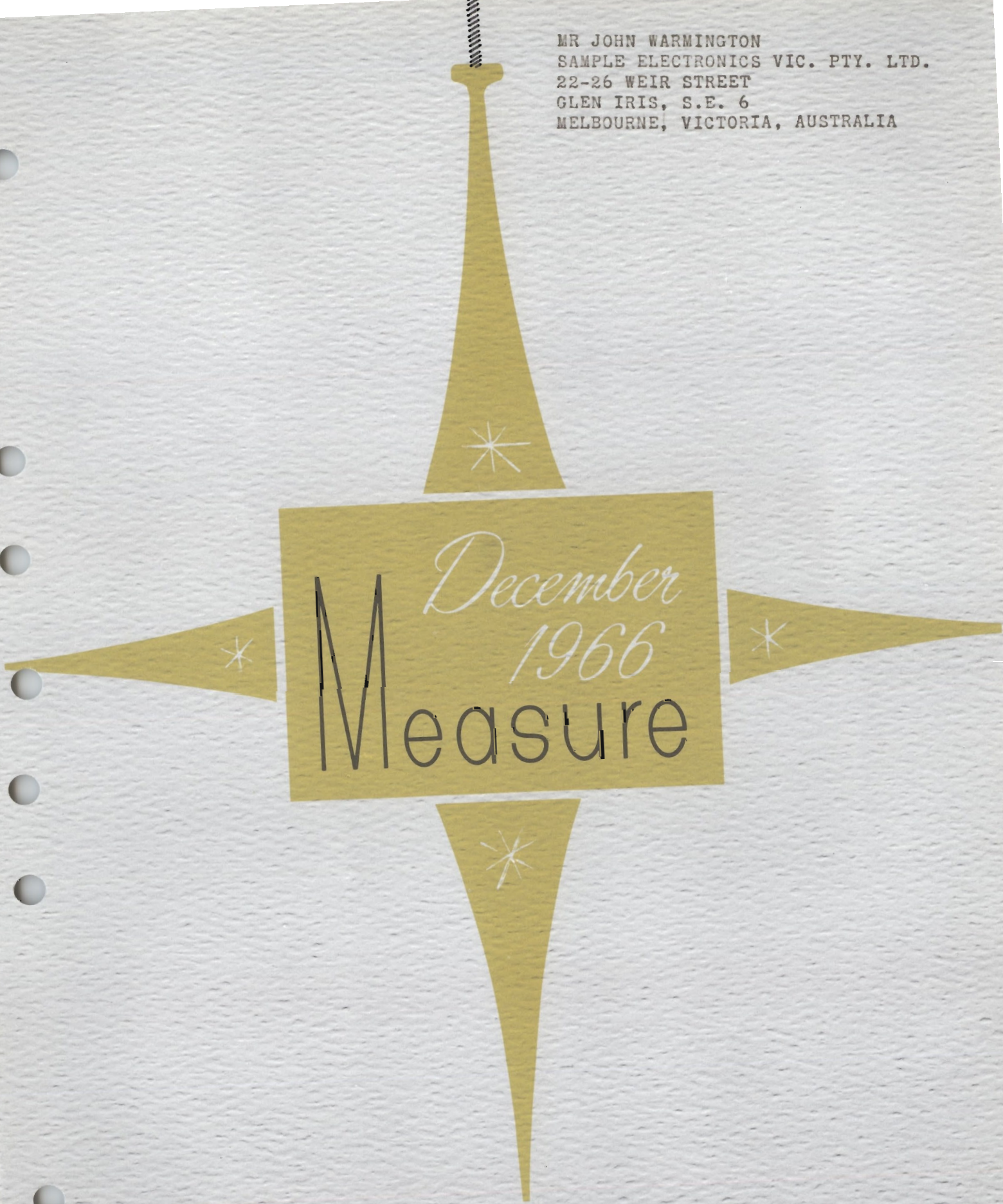


MR JOHN WARMINGTON
SAMPLE ELECTRONICS VIC. PTY. LTD.
22-26 WEIR STREET
GLEN IRIS, S.E. 6
MELBOURNE, VICTORIA, AUSTRALIA





MOLLY TOBIN
MICROWAVE

*Personnel counselor . . . observer . . . psychologist . . . part-time nurse . . .
arranger of baby-sitting service . . . soother of ruffled feelings . . .
insurance claims adviser . . . mender of broken seams . . . patient listener . . . administrator . . .*

HOUSEMOTHER

□ The plant public address system offers some hint as to the demand for her services: “Molly Tobin” . . . “Molly Tobin.”

The page is heard quite often throughout the Palo Alto complex. It means that someone in Microwave manufacturing has a problem or request, generally of a personal or personnel nature. They want to talk about it confidentially and “unofficially.” Or maybe it’s a supervisor wanting to ask an administrative type of question, or to tap her special fund of knowledge about the people—women especially—working in the production area. Or maybe it’s just someone in need of a small favor or service for which a woman’s touch seems necessary.

The demands—large and small, administrative and personal—form the basis for that unique HP job that has become known as “housemother.” It’s a job that Molly Tobin pioneered at HP some 15 years ago. Today, there are at least eight other women, working with various divisions of the company, who qualify for the same title. At F&T there’s Linda Dean, Barbara Johnstone at Dymec, Mary Burkett on assignment in Scotland, Barbara Schleiger and Letha Minch at Loveland, Shirley Cochran at Colorado Springs, Janett Urquhart at Sanborn, and Lois Jefferies at Moseley, plus others filling the role in varying degrees at other locations.

“You have to be a listener, and you have to have patience and fortitude,” Molly Tobin emphasizes. By way of illustration, she can recite several cases where it took literally years to “reach” a person to help bring about an improved attitude toward fellow employees and the job.

“But mostly,” says Molly, “it’s a matter of building trust and confidence by spending as much time as possible moving around the production area. I feel the main job is putting people at their ease, hearing out problems, and recommending professional help if their difficulties are big enough.

“We’re the go-betweens. We hear the things that employees—men and women—don’t want to—or can’t—talk about to their line leaders and supervisors.”

Linda Dean, who understudied Molly in housemothering before going to F&T, confirms the importance of communicating with people: “I try to spend at least half the day just gabbing my way around the plant so people can talk to me.” The other half of the day goes to administrative chores: recording absentee call-ins, assisting at wage reviews, checking medical insurance forms, forwarding paychecks, posting changes of address, helping to arrange transfers, conferring with line supervisors, and filling in for the nurse at the first-aid room.

Dymec’s Barbara Johnstone sees the housemother role as “taking care of the many little things before they can become big worries.” Accordingly, she gives lots of attention to detail, such as when helping with insurance claims: “So many employees are not aware of insurance coverage provisions that they often short themselves. It can make a lot of difference in family finances.”

Not all of the HP housemother chores are on such a serious plane. It’s on record at Loveland, for example, that they’ve undertaken button sewing, seam mending, auto repairs, and ticket selling. At Moseley, Lois Jefferies is famous for her Christmas Tree Disappearing Act. *(cont.)*



assistant to just about everyone . . . records keeper . . . personal confidant . . . communicator . . .

This happened when Lois was called on to decorate the tree and—in the presence of one and all—placed it atop the lofty telephone box. Reaching high with the little tree, and smiling in anticipation of approval, she realized too late that the big box had no top. The shrieks that followed as it vanished were anything but respectful or dignifying to the image of HP housemotherhood.

How do the HP housemothers get their jobs? Most seem to have started on the production line, then worked their way up as line leaders and wiring instructors. An exception is Shirley Cochran at the Colorado Springs Division. Shirley's career includes a degree in personnel administration from the University of Washington, administrative positions in nursing and scouting, and two years of newspaper reporting in Colorado. Starting with HP early in 1964, her job simply grew with the growth of the division. For Mary Burkett, Scotland is the third housemother post she has held, and she is now considered something of a specialist in the training of new housemothers.

Without exception and without hesitation, all the housemothers acclaim their jobs as the "best in industry" for a woman. The listening, the arranging, the counseling, the building of confidence, the helping, and the continuing human involvement provide each with a strong sense of mission and accomplishment.

In turn, the plant managers and supervisors have come to place great reliance and responsibility on their housemother. Said one, with just the suspicion of a wink: "I have the feeling that the institution of housemother may yet turn out to be one of HP's greatest contributions to industry." □



Daily routine for the HP housemother includes almost continuous communication with plant personnel. Here, Molly Tobin meets with line leader Irene Glover.

RESEARCH IN THE HOLIDAY SPIRIT



Yes, Virginia: $T=Y$

Since the principles of scientific measurement form the very foundations of Hewlett-Packard, it is incumbent upon MEASURE magazine to employ those same firm guidelines when seeking the truth concerning topical phenomena that come to its attention. Accordingly, the editors recently commissioned a research organization specializing in stochastic analysis to test one of those perennial questions that you are faced with before the holidays. Their report, enclosed with an invoice listing 240 assorted candy bars and 32 nursery school lunches as essential research expense, is summarized below:

FINDINGS: The following were revealed by our survey of representative demographic groups:
Finding A—Individuals in Group Z think Y is real.
Finding B—Group Z gives more thought to Y than does any other group.

ANALYSIS: These two findings were subjected to analysis by Bayesian Probabilistics and symbolic logic, through the use of two premises that we have found most people accept as having a high validity probability, to wit:

Premise C—The beliefs of experts are usually more valid than those of non-experts.

Premise D—The more one thinks about a subject the more expert he tends to become.

Then, if we further define:

People who think more = X

Experts = W

Beliefs of experts = V

Truth = T

The probabilities now are that:

If Finding B is true, then Z is X.

And if Premise D is applied, then X is W.

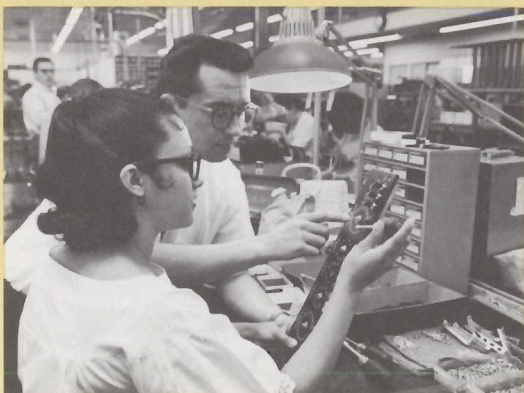
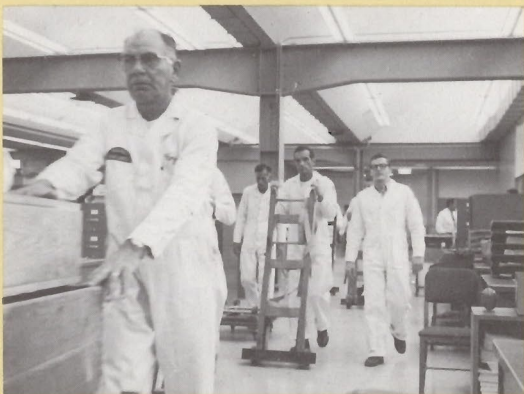
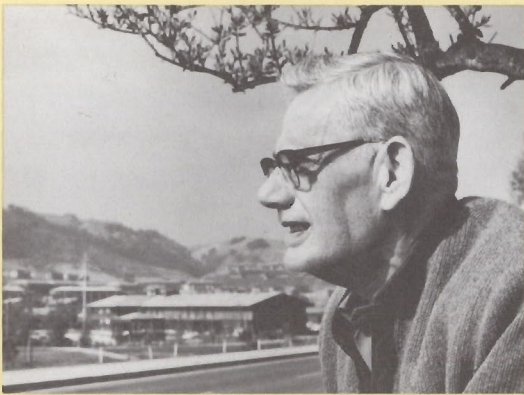
So, of course Group Z can now be identified as W (experts).

And if Premise C is used, then $V = T$.

Further, if Premise D is subjoined to Finding B, then $Y = V = T$. Right?

CONCLUSION: Therefore, as suggested by your original evaluation of the parameters, since Group Z consists of children, it is demonstrated beyond a doubt, and for the benefit of all:

There really is ($T =$) a Santa Claus (Y).



JANUARY

HP announced plans for a \$1 million, 65,000-sq.-ft. building in Mountain View, Calif., to house the Western Service Center and Delcon Division . . . Annual Management Conference in Monterey had the theme, "Planning Ahead for Change" . . . The Dymec Division celebrated its tenth birthday . . . HP distributors from a dozen Latin American countries held a week-long medical instrumentation seminar in Palo Alto.

FEBRUARY

HP reported sales in the quarter ended January 31 up 30% from the previous year while earnings soared 48%, making it the best first quarter in company history . . . In recognition of the increasing importance of the European market, HP's first European Management Conference was held in Switzerland . . . HP's advanced research and development activities were officially consolidated under the name HP Laboratories.

MAY

HP reported record sales and earnings for the six months ended April 30 . . . F&T Division engineers left on simultaneous eastward and westward 'round-the-world flights to carry HP's atomic clocks to major world timekeeping laboratories and observatories . . . A new top-level staff group, Corporate Management Services, was formed . . . 22 sons and daughters of HP employees received scholarships of \$500 each from the Employees' Scholarship Fund.

JUNE

Instruments and systems from several HP divisions contributed to successful soft landing of the Surveyor spacecraft on the moon . . . New sales office opened at Roslyn, N.Y. . . . The S.S. Mormacwave (later named the Santa Leonor) sailed for 11 Latin American ports with display of HP medical instrumentation on board . . . Bill Hewlett received honorary Doctor of Laws degree from the University of California.

SEPTEMBER

HP's Loveland Division was popular attraction during Loveland, Colorado's Industrial Days event . . . HP's Second Symposium was held in Palo Alto, with 200 laboratory managers from 23 states and Canada getting together for discussion of the electronics industry . . . Plans announced for new regional sales headquarters building near Atlanta . . . Some 500 high school and college students returned to classrooms after summer's work at the various HP divisions.

OCTOBER

The month saw the company close out its most successful fiscal year ever, as HP added a half million square feet of plant space, created 2,000 new jobs, and developed a number of important new products . . . S.S. Santa Leonor sailed again for Latin America, this time with a display of HP communications equipment on board . . . Chrysler Corporation picked Bill Hewlett as its newest director.

Highlights of 1966

MARCH

Several Microwave Division groups moved into new and expanded quarters in Palo Alto . . . HP unveiled its latest products for 60,000 visitors to the annual IEEE Show in New York . . . Bill Hewlett appointed to U.S. Science Advisory Committee by President Johnson . . . Francis Moseley, founder of the Moseley organization, named to HP's board of directors.

APRIL

The HP Ltd. plant at South Queensferry, Scotland, went into operation . . . Noel Porter moved to Avondale, Pa., to oversee eastern operations, while Ralph Lee assumed a similar responsibility for western operations . . . Consolidation of the Mechrolab Division into F&M Scientific division was essentially completed . . . Dave Packard received an honorary Doctor of Laws degree from the University of California at Santa Cruz.

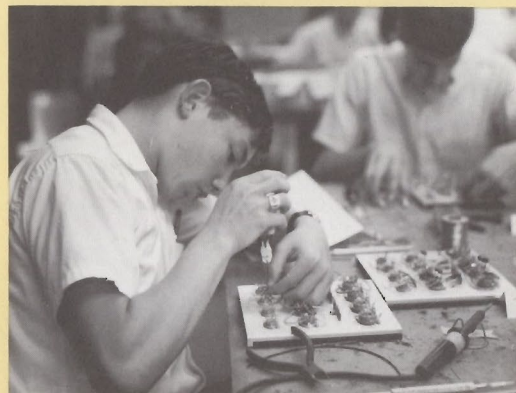


JULY

Announced plans to develop major engineering-manufacturing facility in Santa Clara, Calif. . . . Hewpak A.G. established to handle direct customer sales in Switzerland . . . Construction started for new HP Canada Ltd. sales headquarters building . . . Southern Sales Region established by combining Florida, Southwest, Southern Sales Divisions . . . HP jumped places (to 365th) in *Fortune's* ranking of the 500 biggest U.S. industrial companies.

AUGUST

Plans were announced for a major expansion of the Colorado Springs facility . . . HP staged an innovation at Wescon this year; series of 10 seminars was given to potential customers, dealing with new measuring techniques. An HP meter system case won one of four awards for excellence in design at the show . . . Company sales were up 26% and earnings up 30% in the nine months ended July 31.

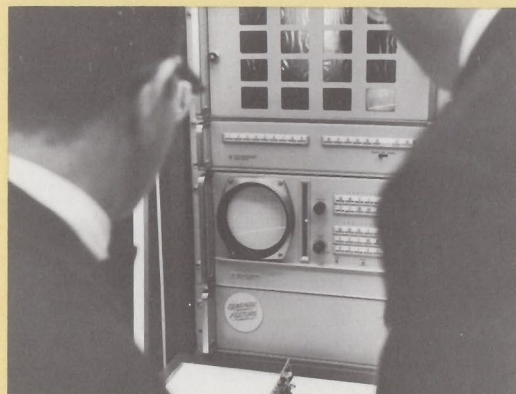


NOVEMBER

HP gained a wholly owned marketing organization in Sweden through the purchase of HP Instrument AB, which had been distributor of the company's products in that Scandinavian country . . . A major expansion of the F&M Scientific Division facilities at Avondale, Pa., got underway . . . Datamec and Delcon divisions and Western Service Center moved into new, twin buildings in Mountain View, Calif.

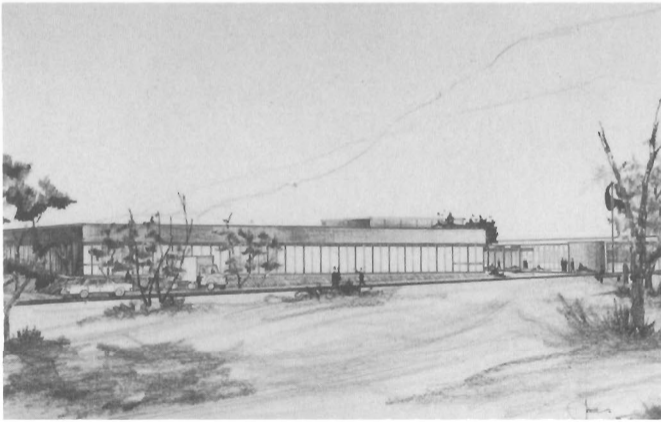
DECEMBER

HP announced formation of new marketing subsidiary in Mexico, Hewlett-Packard S.A. de C.V. . . . HP employees contributed record amounts to United Fund appeals . . . Planning underway for new sales and service center at Paramus, New Jersey . . . Preliminary figures for fiscal 1966 indicate record sales and earnings.





Now occupied by marketing and service personnel of HP Ltd. is this newly remodeled structure (above) at Slough, England; construction of an additional building (below) for F&M Scientific Division is scheduled for completion next spring.



Construction activity continues

As 1966 draws to a close, three HP divisions are occupying new quarters and a busy schedule of building construction and design for other groups is reported by the corporate engineering staff.

New buildings now in use include the marketing headquarters of HP Limited at Slough, England, and the twin structures at Mountain View, California, into which Datamec and Delcon divisions and Western Service Center have moved.

According to reports from HP Limited, the marketing offices are only 15 minutes' drive from the London Airport, though far enough out of the city to give sales personnel ready access to other parts of the country. The service and stores departments also made the move from the original Bedford location, following the relocation of the manufacturing group to South Queensferry, Scotland.

At Mountain View, approximately 300 persons were involved in moving into the two 65,000-square-foot buildings. Meanwhile, construction is underway at seven locations which include F&M Scientific Division near Avondale, Pa.; Colorado Springs Division; HP Laboratories and HP Associates at Palo Alto; and sales offices in Atlanta, Ga., Montreal, Canada, and Las Cruces, New Mexico.

Nearing final consideration are plans for a consolidated sales and service center at Paramus, New Jersey, for the Eastern Sales Region. Approximately 14 acres have been purchased, and initial plans call for a structure to headquarter the regional sales offices, personnel from the Manhattan and New Jersey branch sales offices, as well as the Eastern Service Center now located some 30 miles distant at Rockaway, N.J.

New marketing subsidiary in Mexico

Formation of a new marketing subsidiary in Mexico, Hewlett-Packard Mexicana S.A. de C.V., has been announced. Headquartered in Mexico City, the new subsidiary will sell and service the company's lines of electronic and chemical test instruments throughout the country.

HP medical instrumentation will continue to be made available in Mexico through a distributor organization, Equipo para Hospitales, S.A.

In announcing the new subsidiary, Bill Doolittle, HP vice president of international operations, commented that "Mexico's market for electronic instrumentation is growing rapidly. Along with this growth comes the demand for technical support: helping Mexico's scientists and engineers solve their measuring and test problems, and keeping their HP instruments in peak operating condition.

"By establishing Hewlett-Packard Mexicana, we are better able to provide this support, including instrument servicing in our Mexico City headquarters or at the customer's location anywhere in Mexico, as well as the convenience of order processing and financing in Mexico."

Social security deductions increase

Social Security payments by both employees and the company will increase again the first of the year. The rate will shift from 4.2 percent on the first \$6,600 in wages to 4.4 percent. The increases are the result of amendments to the Social Security Act which were passed in 1964.

Following the 1967 increase there will be a gradual rise in deductions until 1987 when the rate will become 5.65 percent. The higher rates reflect the increased cost of providing additional services, including Medicare.

Honors won by HP employee's son

Don Robson, a service manager in the Eastern Sales Region, is more than a little proud of Donald R. Robson.

Donald R., not to be confused with Don, entered an exhibit entitled "The Turbine Engine" in the annual Delaware Valley Science Fair. It won first prize in the mechanics, heat, and sound section. As a result, Donald R. was one of 400 young scientists invited to attend the 1966 National Youth Conference on the Atom. He also gained the additional honor of being a principal winner of the U.S. Navy Science Cruise Award for his turbine project.

Mobile customer service is popular in Germany

A mobile method of expediting and expanding customer service has been pioneered by Hewlett-Packard VmbH in Germany. The method, involving the installation of calibration instruments in a foam-cushioned box carried in a station wagon, is believed to be a "first" of its kind.

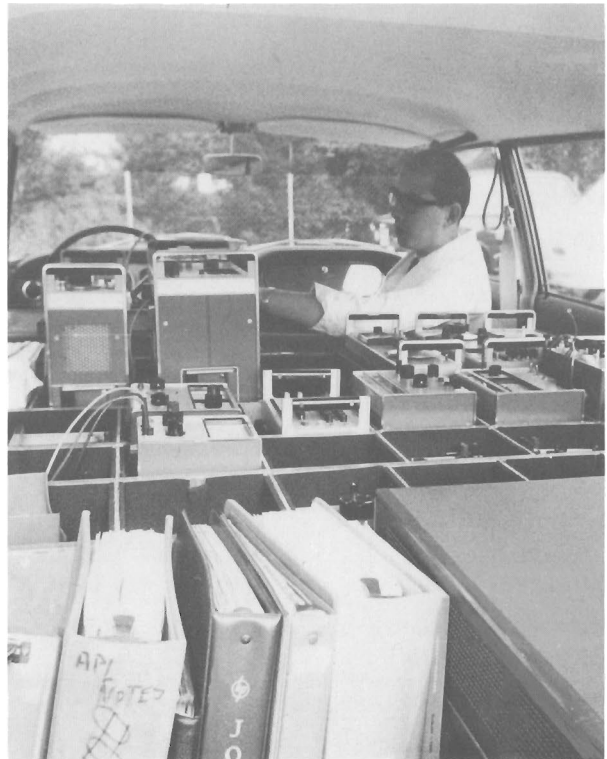
According to Frederick Profit, service manager, the cushioning provides for safe carriage of the sensitive instruments, and the vehicle has been in constant demand by customers who have service contracts.

"This way," he said, "we avoid the shipment of customer instruments and gain customer confidence in the accuracy of their equipment. The driver is a capable service man who calls on these customers at regular intervals.

"We expect to equip more of these station wagons in the future," Profit added.

In addition to recalibration and minor repairs to instruments, the mobile service unit provides the HP subsidiary in Germany with a showcase of the latest HP equipment used in recalibration. It also provides for additional direct personal contact with customers.

The recalibration wagon is specially equipped with a removable shelf on the floor which is divided into small compartments for the test instruments. Costs of the operation, other than travel expenses which customers normally pay directly, are covered in customer service contracts.



HP VmbH service technician checks load of special wagon which is providing unique mobility for servicing customer needs.

HP trains growing list of overseas visitors

Recent visitors to HP in Palo Alto might be excused for believing that they had somehow become mixed up with a branch of the Berlitz School of Languages. Almost a score of non-English-speaking guests were on hand late in November for special technical instruction in HP instruments and measurement techniques.

Among the guests were customers, distributors, and HP representatives from Denmark, Formosa, Guatemala, Italy, Japan, Mexico, Sweden, and Venezuela. Their stays were scheduled to range anywhere from three days to six months. Where necessary, the instruction is in the visitor's native language, but English generally prevails, though often in hybrid form.

According to the Corporate Training Group, this surge in visitors from overseas reflects the company's growing involvement in foreign markets. The activity is bound to grow even greater, the group reports.

Next month, Sanborn Division will host 20 Latin American distributors at its second annual week-long medical semi-

nar. At the same time, 20 other Latin American distributors will be in Palo Alto for the first annual Latin American seminar on HP industrial instruments.



Record HP response to United Fund appeals

In response to the appeals of their community organizations, HP employees in participating divisions again contributed in record amounts to United Fund drives held across the country in recent months.

The United Funds in the Palo Alto area, for example, will share \$110,000 from HP. This includes \$55,000 from employees, and a matching amount from the company.

Some outstanding individual efforts were recorded.

HP's George Breed devoted many extra hours over and above his special daytime assignment as the company's "loaned executive" in Santa Clara County. HP Associates returned a total of 96 percent participation by division personnel. An average gift of \$18.84 per donor was achieved by Dymec.

Scores of volunteer agencies depend on United Funds as the principal source of support.

PEOPLE ON THE MOVE

HP - PALO ALTO

Bob Jones, staff engineer, Eastern Sales Region, New York City—to sales engineer, corporate Government Sales.

Jeanne Ottzman, secretary to manager of systems and procedures, corporate Management Services—to secretary to vice president, Personnel.

Bob Puette, systems and procedures staff—to management statistics, corporate Management Services.

FREQUENCY & TIME

Bruce Anderson, publications staff, marketing—to same position, nuclear marketing.

Jane Evans, advertising and promotion staff, marketing—to same position, nuclear marketing.

Jack Klinger, applications engineer—to sales engineer, nuclear marketing.

MICROWAVE

Carl Buchhass, tool engineering—to die casting supervisor.

Haskell Gray, corporate product training—to sales engineer, Microwave Division.

Doug Hanson, corporate Government Sales staff—to sales engineer, magnetic tape systems, Microwave.

Ray Spoelman, contract sales engineer—to R&D lab (Waveguide).

ROCKAWAY

Jim Brockmeier, Colorado Springs staff—to sales engineer, Rockaway.

Rich Jobin, order processing supervisor—to sales engineer.

Fred Kenneth, test engineer—to repair supervisor, Eastern Service Center.

Doug Williams, group leader, manufacturing staff—to order processing supervisor.

SANBORN

Burton Dole, process engineer—to fabricating manager.

Warren Perkins, machinist—to night supervisor.

Lewis Platt, process engineer—to plant engineer.

William Sullivan, cost accounting—to office service manager.

PAECO

Lee Tull, production supervisor, F&T Division—to tool designer, printed circuit group, Paeco.

INTERNATIONAL

Vicente Garcia-Aracil, HP Inter-Americas staff—to manager, HP Mexicana.

EASTERN SALES REGION

Fred Buckingham, repair supervisor, Eastern Service Center—to same position, Eastern Sales Region, Endicott, N.Y.

Al Corbett, order processing supervisor, Colorado Springs—to administrative manager, Eastern Sales Region, Rockville.

Frank Culver, corporate sales manager, chemical/medical—to sales representative, medical instrumentation, Washington area.

Jim McHugh, chemical staff engineer, West Conshohocken—to same position, Albany, N.Y.

Tom Strasser, Rockville sales manager—to Rockville area manager.

George Tamaki, customer service manager, Syracuse—to same position, Rockville.

Jerry Tully, sales engineer, Colorado Springs—to field engineer, Eastern Sales Region, West Conshohocken.

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With the Christmas season upon us and the new year just ahead, it seems appropriate to pause and reflect on our activities during the past year.

From almost every standpoint, 1966 was a highly successful and gratifying period for our company. We were able to produce and deliver over 200 million dollars worth of instruments, more than doubling our volume of five years ago. We created some 2,000 new jobs throughout the company, and completed a number of building projects that will expand and strengthen our capability in the years ahead.

These successes, and the many that are less obvious, are signposts of progress. Progress at Hewlett-Packard has always been a result of individual effort and achievement, and we are very appreciative of your initiative and enthusiasm which in the final analysis determines our collective success.

Each new year holds its own special set of challenges and certainly 1967 will not be an exception. But we know that the spirit of creativity and teamwork that pervades this company assures us of surmounting any obstacles that may arise.

We can all be thankful for the blessings we have enjoyed in our company affairs and in our personal lives during 1966. Our best wishes to you and your families for a pleasant holiday season and a rewarding and satisfying new year.

Dave and Bill





*Merry Christmas
and
Happy New Year*