

# Measure

For the men and women of Hewlett-Packard/APRIL 1971



**The “Jet-Lag” set:**

*pages 6–9*

**Who is the  
Number One communicator in  
the company? According to ex-  
perience and company personnel  
guidelines, the supervisor is the  
prime communicator, the link be-  
tween the company and the people  
he supervises. Does that mean that  
Mickey Leta, New Jersey Division  
line supervisor, is the Number  
One communicator?**

**Let's ask him...**

## Like it is...

□ "Everything around here is very informal. That's because the fellow who's running it, Bud Whitesell, the manufacturing manager, wants it that way. He never wants to get involved in any rigid method of doing things. And it's worked out fine that way.

"Always he's given me complete freedom to do the job as I pleased, and that has become my philosophy: The fellow who's doing the work should know more about it than his supervisor. Because if I'm doing a job for eight hours a day, five days a week, then I should be able to tell my boss how to do it. So Bud feels his line leaders should be able to come to him with recommendations as to how to do something.

"He also feels that a line supervisor should be a producer—a worker on



Mickey Leta

the line who supervises only when it's necessary. Because if he has trained people properly at the beginning, then he shouldn't have to spend a lot of time watching over them afterwards.

"But I will talk with each person at least some time each day—if I have something to say or they want to talk about the job. Or if we want to talk just as people, person to person.

"When it comes right down to it, I probably do more listening than talking. And that's good, because I have the feeling that they can do the job better than I can. They have certain characteristics that I don't have. That's why I picked them. So I had better listen.

"The technique of 'active listening' has become very useful to me. I came across it in the supervisor development course. Basically, it teaches you to really listen to what someone is trying to say, to wait long enough for them to get it out—the real truth of what's bothering them.

"But I get asked plenty of questions, too. Particularly about the order rate. The real concern of people is for the way things are going in their department. Fundamentally, they want to know: 'Are we still in business?'

"In tough times, which has been the case in power supplies recently, people sometimes get discouraged. And they tend to drag on you a bit, and you find yourself caught somewhere between being a representative of the company and being the representative

*"...I probably do more  
listening than talking.  
And that's good."*

(continued)



of the people on the line. So I try to explain that we can make things better if we are willing to exert ourselves and do our jobs better. Then we have a right to expect the same of others.

“One thing I encourage and which has been very effective around here has been lunch-time athletics. Many of us have become fans of tennis or volleyball. In fact, we get up games after work, and on Saturdays or Sundays—anytime. What it means to me is that I’ll come to work in a better frame of mind because there is something other than the job to look forward to. It makes it a nicer place to work.

“To understand some of this you’ve got to understand that power supplies tend to be a kind of commodity item. They are all pretty much alike from

**Like it is...**

the assembly point of view. So there has to be something besides a paycheck to keep a person’s interest—like athletics or advancement on the job.

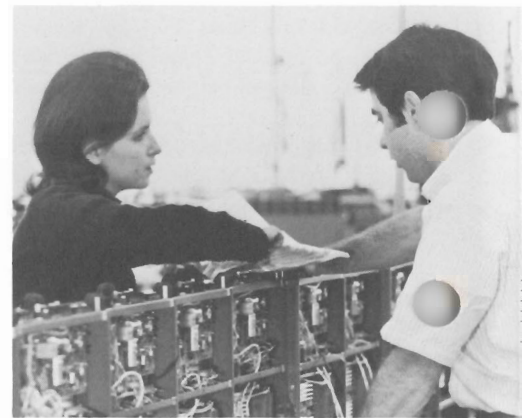
“Some of the people here are fantastic in their motivation! Everything has to be done just right. The length of wires—the ‘spaghettis’—have to be cut exactly. And they’ll constantly think of ways to improve on doing something, and then ask for other kinds of work in the time they’ve saved. They want to contribute. They want to feel good about their work. They want to be given opportunities.

“Just recently I counted 35 people who had worked for me and then went on to other jobs with more responsibility and pay. That’s when I feel I’m being successful, because I have always felt that my real job is helping to develop people. Even in these slower periods, I’m still trying to give them a broader background of jobs and production techniques. It doesn’t matter to me what job he does—sweeping floors, or whatever. What counts is attitude. Does he or she have enough initiative and drive to cut it?

“Do I have any problems? You know it! I have to confess that at times I have found it very hard to communicate with some people in the area of motivating them. I don’t know what’s the key that would turn them on. Most of the guys and many of the girls—it’s so easy. And you don’t have to come on strong.

“With these others, though, I have the hardest time convincing them that

*“Do I have  
any problems?  
You know it!”*



*“I’m not so certain as I was,  
and that bothers me.*

*I ask myself:*

*‘Have I been stopped?’ ”*



*“I’d rather take the gripes...  
than deal with  
completely passive personalities.”*

every improvement they make will be rewarded. I can give them ideas, suggestions and encouragement but they don’t want to pick up the ball. Yet they are economically motivated. They need the work.

“It seems they want to be actually told to do everything. They want to be ordered to make a change. But that’s not my style. I’d much rather suffer all the problems and frustrations that a well-motivated person is going to bring

me. I’d rather take the gripes about not being recognized than have to deal with completely passive personalities.

“Another problem I have is resolving the question of where I’m going. I’ve been here about ten years—starting with Bill Harrison in the original Harrison Labs plant—and for all those years I felt caught up in the growth. To just be associated with it means you were going places. I remember in that old plant we went up more than six times in dollar volume in just a few years. We really had something to sell.

“Now that there’s been a slow-down, I’m not so certain as I was, and that bothers me. I ask myself: ‘Have I been stopped?’

“But I look for growth to resume.

And I look for HP to grow in other ways that will create opportunities for us. One idea I thought could work is interchange of people at the supervisory level. I felt we had a great crew of supervisors here and that we could learn and contribute through interchange with other divisions. Because I have always felt that a new person coming into my group had much more to offer me than I could teach him. That was proved to me by one of our fellows who went away for awhile and came back more motivated than ever.

“Then—as Bud has discussed with me and the other line leaders—maybe this lull is useful. It’s like looking inward on yourself instead of looking out into the world. Growth is an adventure, but perhaps by looking closer at ourselves—concentrating on how to develop our own resources and develop new skills—we’ll come out better in the long run. I like to think that.” □

After  
you've seen  
**PAREE...**



*The posters say that world travel is fun.  
The HP International men who  
practice “management by moving around”  
say it is also hard work.*



*"They mark our passage as a race of men,  
Earth will not see such ships as those again."*

□ You can bet that the poet, John Masefield, was not thinking of DC-10's or 747's. His heart was in the Clipper ships. The *Flying Cloud*, scudding around the Horn in a record 89 days from New York to San Francisco in 1852, was a much more pleasing poetic image to Masefield than the steamers of his own time. Who's to say, then, that the dreamers of the future, possibly the MEASURE editor of the year 2071 as he researches a story on the history of the company's rise to galactic eminence, won't find our times filled with high adventure and perilous passages of travel. Some of the "sea stories" of HP's international travelers suggest that possibility. For example:

Dick Love, administrative manager of Intercontinental Region, recently waited through a bomb scare at San Francisco airport. The fact that it turned out to be a hoax did not entirely reduce its impact on Dick's nervous system.

Jack Walling, Intercon service manager, last year fled a South American republic just minutes before crowds of political refugees fleeing a coup would have made departure impossible for months.

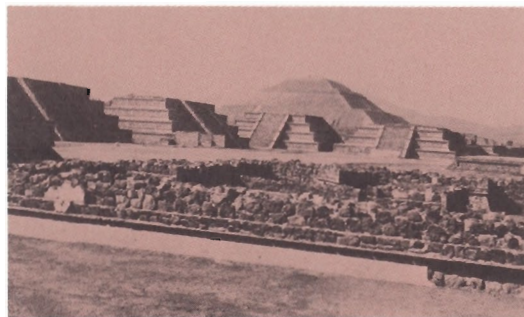
Ed Slominski, analytical products manager for Intercon, watched with a rather sinking feeling as an engine

burned out 125 miles out of Anchorage. Hydraulic fluid leaking into the engine had caused the fire. This now meant the landing gear wouldn't work. Still, the sensation of crash landing on a foam-filled runway is one of Ed's most unforgettable memories of travel.

Bill Doolittle, vice president and chief argonaut of International Operations, sat unaware and therefore calmly through a Honolulu takeoff during which the plane deposited an engine near the end of the runway. Fortunately, three engines were enough to ease the craft down again.

But by far the greatest number of HP aviation stories are of the mini-misadventure kind. Travelers swap these narratives the way others trade "my operation" stories. Bob Brunner, EPG's international marketing manager, recalls a particularly deflating experience on a London-to-San Francisco 747:

"After sitting out on the field for three hours at London's airport with a load of 360 passengers aboard, the pilot announced that we were returning to the terminal and that all would be guests of the airline for tea and sandwiches and that we should stand by for an announcement of revised departure time. In the next three hours of waiting in the terminal I discovered that the problem was really, "Where can we put 360 passengers over-night with London loaded to the gills with late-summer vacationers?" The



*(continued)*



cheerful announcement was that we would all be housed at Brighton-by-the-Sea (three hours by bus). Although I managed to avoid this treat, the other passengers told me that they were settled by 2:00 AM and up at 7:00 AM for the return trip. After three more hours of delay, we were finally airborne.

"When we made a one-hour stop at Winnepeg for refueling, it was explained that 360 people were too many to make it practical to leave the aircraft. Again, when we landed in Los Angeles it was announced that 360 people were too many to go through Los Angeles customs and immigration, so that the delay time in Los Angeles was a total loss to those of us going on to San Francisco. Finally arriving in San Francisco 26 hours late, I discovered that apparently they had only brought baggage for 359 people from London—guess whose was left behind?"

Brunner and others, however, are quick to give assurances that international operations of scheduled airlines are remarkably efficient and dependable. One recent HP traveler between Palo Alto and Europe, for example, had 12 independent flights to catch, a number of them inter-connecting. Each of them, he found, arrived and departed within 15 minutes of schedule.

What these reports reflect, of course, is the fact that Hewlett-Packard operates on a truly world-wide scale. Last

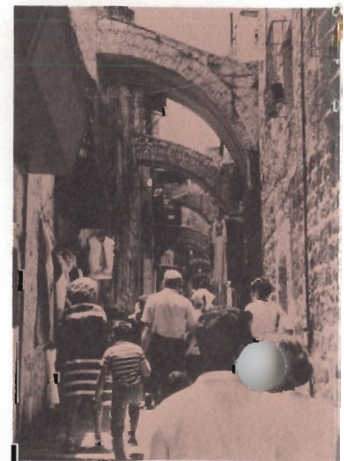
year, for instance, Intercontinental Region staff people put in more than 2,000 man days of travel abroad, covering Africa, Asia, Australasia, Canada, and Latin America.

Heading the 1970 list was Al Hannmann, now operating out of HP Singapore, who was on the road 126 days in working with rep firms in the Far East. Then came Dick Mobilio, now general manager of Intercontinental Region, Don Wolf, Intercon sales manager for EPG, Tom Breitbart, Intercon's sales manager for Medical Products, and Bill Doolittle. Each of these men spent more than 100 days in travel during the year.

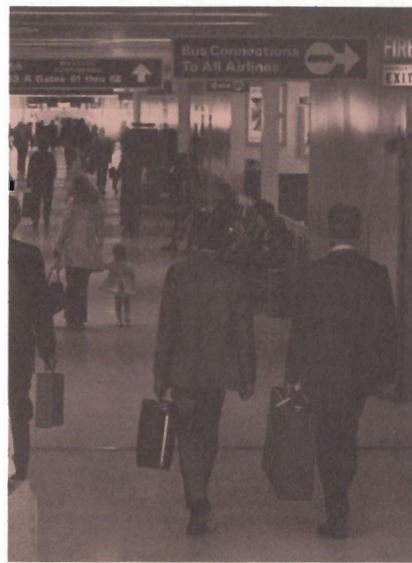
However, the all-time record for HP is believed to belong to Intercon's Bob Turner for his peregrination of 1969. In introducing the HP calculator around the world, Bob logged 140 days away from home—almost five months!

Such sagas arouse soft whistles in experienced travelers, not from envy but from admiration and compassion. They know very well that with the pleasures of seeing distant places and meeting interesting people come definite penalties.

Well up among these probably is "jet lag," the fatigue and debility that result when the "biological clock" of a person is upset by rapid transit across global time zones. To help offset these disturbances, which can rob sleep and affect decision-making performance, Intercon's personnel







people have developed a small first-aid kit. The trick is to **in** sleep during those long, brain-bruising intercontinental flights, and allow time to recover before plunging into heavy work.

Another problem can be family separation. While a certain amount of this is honestly welcomed by many husbands and wives, it can become a drag as days turn to weeks. According to veteran travelers, the first year of heavy travel is the hardest for the wife. Aware of this, Intercon wives tend to rally around with visits and invitations when one of their number is left at home for the first time with just the kiddies for conversation.

Then there's the work schedule; first timers often schedule too much for too long and then return home to face a desk stacked high with neglected projects. Says Ed Slominski: "People see mostly the so-called glamor of world travel, and it can be real. But they neglect to see that you have to work hard and fast to make these trips pay. **E** the traveler later tends to remember only the bright side. You forget the 14-hour days and the times you entertained people you hardly knew after putting in a long day. Then get up early the next morning for another full day, and then catch a plane to the next stop."

Why do they go to such lengths—literally to the ends of the earth? Can't modern communication and the mails

bring us together? As Dick Love put it:

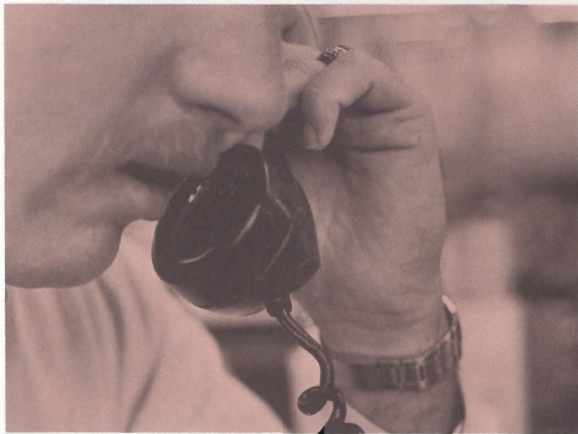
"The high-speed communications we are used to in the U.S. and in Europe are just not available to most of the world Intercon deals with. Even if we didn't have equipment limitations, there are very significant time differences that make communication difficult. To call our people in South Africa, for example, we would have to arrange for someone there to stay late while I get up early and make a call. And calling them at home may not work because many of them are on a waiting list for phones.

"But basically, the average Intercon office is very isolated, and there just is no substitute for sitting down together for a person-to-person exchange of ideas. It's essential that we know each other as people if we are going to communicate with one another as business associates.

"And that's the real compensation in this travel routine. After you've been around once and seen the Taj Mahal and the Kenyan game preserve, you find yourself first looking forward to meeting your friends again. They're fun to be with, and they are all intensely interested in the company and where it's going.

"You find you are all after much the same goals. And it's amazing how the differences in culture and philosophy tend to dissolve after a while together, and we find we are very much alike in our basic selves." □





□ It was only a little \$1.50 transistor, but the emergency it created was big. Because, as chance would have it, there were no spares on hand, either at St. Elizabeth's Hospital in Yakima, Washington, or in the HP office at Bellevue, Washington. And meanwhile, the alarm system of the \$23,000 patient monitoring system that watched over a number of critically ill heart patients was off the air.

Did Bellevue service manager Paul Clingingsmith pick up a spare alarm system and take it 175 miles to Yakima? No! But, on the other hand, did he send in an order immediately via the company's efficient POP (Parts-Order-Processing) system? Not this time.

No. Paul decided that this was one of those occasions for extraordinary measures. This was a time for the HP serviceman's equivalent of *Superman*, none other than—HOT LINE.

Dialing HP's Customer Service Center at Mountain View, California, Paul told his story to parts manager Ken Johnson. Within hours, Hot Line paid off with delivery of four transistors at Yakima Airport where hospital personnel rushed them off for installation by an HP-trained hospital engineer.

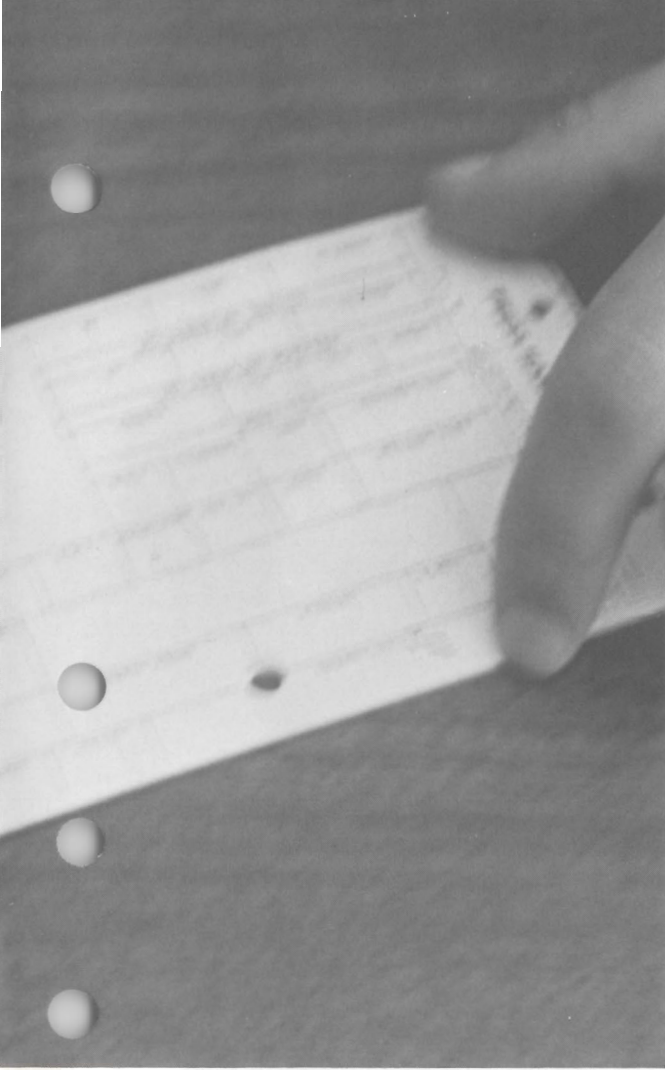
Since its inception in late 1968, Hot Line has carried more than 2000 emergency calls from sales offices throughout the country. The callers—service managers and

authorized HP persons with knowledge of a customer's emergency needs—require delivery of essential parts far faster than POPS can guarantee. The Hot Line, designed to provide delivery within 24 hours, is their answer. In fact, according to parts center manager Dick Wilson, most Hot Line packages reach West Coast destination airports within two hours and East Coast airports within twelve.

Dick, Ken and other members of the Hot Line team—domestic order processing supervisor Tom Wisdom and lead girl Linda Zamzow—handle more than 100 Hot Line calls each month, the high being 168 in December 1969. Tom Cox processes another 80 or so a month from Europe, all received by Telex from sales offices when parts are not available from Parts Center Europe in Boeblingen, West Germany.

Why does HP have a Hot Line? According to Wilson, the need came to light shortly after HP began producing large computerized systems for both medical and process-control applications. "We had a down-instrument program, but the regional service managers wanted faster order input and parts delivery when major problems developed that required on-site service.

"In the case of a medical system, it could be a matter of life or death. But customers using HP computers to control production lines and other important manufacturing



"Hot Line" package in hand, CSC's Lee Lashier heads for San Francisco International Airport, a 35-mile drive which she makes about five times a week. At the other end—an anxious customer or HP service technician waiting to grab it and run.

*(continued)*

## HOT-LINE

and data acquisition functions also had a lot at stake!”

According to Clingingsmith: “We certainly don’t want to cry ‘wolf’ every time we have a down instrument or system. Generally, we can assure a customer that our POP system will get his part to him in one or two days. But, when we have a real emergency—like the one at St. Elizabeth’s Hospital—we really need that Hot Line team.”

J. D. Morgan, service manager of the Richardson, Texas, sales office, echoes Paul’s words. “When the Parts Center has our needed part in stock, we’ll use POP. There’s only about a day’s difference for us, so we don’t like to press the emergency system into service unless it’s absolutely necessary.”

J. D. has had recent occasion to use the Hot Line, however. The incident involved an oil company customer making an expensive study on the “hurricane vulnerability” of an oil-drilling rig in the Gulf of Mexico. Service technician Bob Nicol raced by car, airplane, boat and helicopter to complete his assignment after picking up the replacement part at the Dallas airport. It was 15 hours from Hot Line call to installation.

Such emergency situations are commonplace to Hot Liners, such as the call concerning a worn cable in an instrument used daily to monitor radiation levels in employees of a nuclear materials manufacturing plant.

For the most part, HP absorbs the cost of Hot Line service—and, as with most special services, it doesn’t come cheap. A less-than-\$5 part, for example, may cost \$25 or more in extra shipping costs, plus the hidden costs incurred in processing the order. Overall, a Hot Line order may add up to anywhere from two to ten times the cost of a POPS-handled order, depending upon the availability of the part and complexity of the delivery procedures.

CSC’s Hot Line team feels that, from their end, not all calls are true Hot Line situations. “Yet,” says Ken Johnson, “the people in the sales offices know the customers best, and we depend upon them to do the screening. We hope he’s asked himself, ‘What’s the effect of not having that part for an extra day or two?’ before he calls.”

Actually, about 85 percent of the POPS orders now are being shipped out the same day as received, a fact which might make one question the need for a Hot Line system. “The difference is that Hot Line is a personal service,” explains Tom Wisdom. “The entire Hot Line processing operation is handled by us personally to assure that it’s properly executed. Also, we simply can’t take a chance that a much-needed part falls into the 15 percent group that gets held up.”

Hot Line calls have been placed for parts ranging from a 50¢ diode to an \$8500 computer core stack. There even have been Hot Line calls for instruction manuals, such as the recent one from a desperate Eastern Sales Region engineer. He discovered while making final preparations for a customer seminar that he had forgotten to order the booklets. Next morning, he was able to greet his customers with a smile—warmed by Hot Line. □

### AFTER THE SMOKE HAS CLEARED . . .

Hot Line service gets scrutinized by (left to right) Dick Wilson, Tom Wisdom, and Ken Johnson. Pre-addressed postcards sent out with each package flow back to CSC giving arrival data and general comments of Hot Line originators. Evaluation leads to improved handling methods, occasionally means a shift in airlines and air freight carriers utilized.





## Are we now an “optimum solutions” company?

What *is* Hewlett-Packard? What has it *become*? How would you classify it? As an electronics firm? An instrument company? A measurement, analysis and computation organization? Or, a manufacturer of automated test monitoring and control equipment?

□ Quite a lot of people—publishers, industrial researchers, advertisers, security analysts, and buyers and sellers of all kinds—spend lots of time sorting out just such questions. To define us (or any other industrial organization, for that matter), they feel, is to know us. Then they can go more confidently about their business of selling to us, buying from us, or reporting on us—even competing with us. Good luck to them. They’ll need it, because defining HP is no longer the simple job it once was when instrument lines were everything.

And perhaps nowhere has the contrast—the new profile—been better shown than at last month’s IEEE show in New York. By looking at HP’s booth, in fact, you might

have attempted a definition of your own for HP, at least for the “electronics” portion of its business represented there.

But no need. Someone has already come up with a theme. It’s right up there on the board: “OPTIMUM SOLUTIONS from one source.” Are we then an “Optimum solutions” company? And if so, what is that?

Briefly, it suggests that we are in the business of solving or helping to solve customers’ problems through the application of a unique, broad-based capability in the field of electronics. The exhibit at New York substantiated the theme. □

# News in brief

**Waltham, Mass.**—The Medical Electronics Division was the site of the HP Board of Directors meeting on March 19. A number of directors then proceeded to New York to attend the IEEE show (see Bill Hewlett's comments on opposite page).

**New York**—An informal briefing on Hewlett-Packard was given to NEWSWEEK magazine's top executives and editors during the course of IEEE week. Present at the discussion, held at the Newsweek headquarters on Madison Avenue, were president Bill Hewlett, vice presidents Ed van Bronkhorst, John Young and Bob Boniface, and public relations director Dave Kirby.

**New York**—For the second consecutive year, IEEE (Institute of Elec-

trical and Electronics Engineers) has awarded HP's Cupertino Division first prize in the category of systems advertising.

The annual awards are in recognition of the "contribution of the advertising profession to the technological growth of the electronics industry."

A Cupertino Division ad also has been named among the "top ten" in 1970 by Electronics Design magazine.

Another advertising award was won by the San Diego Division from the Association of Industrial Advertisers/West. The Award of Excellence, a top prize, was awarded in the category of best total communications campaigns costing under \$100,000.

**Melbourne, Australia**—A Data Centre has been established in the expanded Melbourne headquarters of HP Australia. In addition, a satellite Centre is being opened in the Sydney office. The Data Products activity is headed by Malcolm Kerr, and offers complete customer support including systems analysis and customer training.

**North Hollywood, Calif.**—A Neely mobile lab devoted exclusively to HP oscilloscope products is impressing customers with the depth of quality and state-of-the-art technology of this line. The mobile lab will make an eight-month tour of the Western Region. Outfitting was performed at the Colorado Springs Division.

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## People on the move

### *Corporate*

**Delcon** — Brian Westfall, to member technical staff, R&D, from same position, Engineering, San Diego.

### *Electronic Products Group*

**Mountain View** — Tom Anderson, to member technical staff, from same position, R&D Hardware, Cupertino; Don Cole, to publications manager, Marketing, from technical writer, Hardware, Cupertino; Bob Getzfred, to service engineer, Marketing, from technician, final test; Harry Kline, to systems analyst, Marketing, from member technical staff, R&D Hardware, Cupertino; Chip Purchell, to Q. A. engineer, from member technical staff, Manufacturing, Cupertino; Walt Steele, to facilities engineering manager, from plant engineering operation manager, Cupertino.

**New Jersey** — Bob Taylor, to production manager Data Products, Rockaway, from project engineer, Berkeley Heights.

### *Sales Regions*

**Southern** — Bob Browning, to field manager, from district manager, Ft. Lauderdale; Gene Dashiell, to district manager/electronic-instrument, from area electronic manager and acting district electronic manager, Orlando; Harry Furlong, to field support manager, from staff engineer, San Antonio; John Salyer, to area manager/electronic-instrument, from district electronic manager, Atlanta; C. H. "Bubber" Smith, to field manager/electronic-instrument, from electronic field engineer, Atlanta.

## From the president's desk



The IEEE show this year in New York City was a very different show than in years past. In many ways it reflected the current state of the industry. In previous years, all four floors of the show were jammed. This year, although there were signs saying visit all floors, the fourth floor was virtually empty and there were many other spaces on the other three floors where a person could sit down and rest or visit. In our own case, we reduced our exhibit space from 120 feet in 1970 to 80 feet this year. Many other of the larger U.S. companies also curtailed their exhibits, and some major ones such as RCA were absent altogether.

Another feature that distinguished this year's show was the very large contingent of foreign companies. The Japanese electronics industry, for example, was much more thoroughly represented than in the past. In addition to the large well-known companies such as Hitachi, Sony, Toshiba, and Yokogawa Electric Works, there were a large number of smaller, lesser known firms. These exhibits were scattered throughout the building, while other countries such as France, Australia, United Kingdom, Canada, and Korea, grouped their exhibiting companies into single areas.

Overall, I think that the show, with its strong foreign representation and the substantial reductions in space taken by the economically hard hit U.S. electronics industry, is clearly indicative of the times.

For HP, I would say that its exhibit was quite successful. Although the total attendance was down in numbers, the report from our people manning the booth was that the quality of the visitors was high. We featured a number of new items such as a complete line of counters from the Santa Clara Division; an all-solid state spectrum analyzer from Microwave; oscilloscopes, plug-ins, and pulse generators from Colorado Springs; light-emitting diodes and numeric displays from HPA; and a variety of systems that incorporated products from many of our divisions to emphasize the HP modular approach.

It will be interesting to observe what happens at next year's IEEE show. It may be evident at the time whether 1971 was a transient phenomena and that the reduced participation of the U.S. electronics industry was simply reflecting current economic conditions, or, whether there has been a permanent shift towards a more mature industry—an industry for which a show to exhibit new products has less significance than in its earlier more adolescent days.

*Bill Hewlett*

# Attrition without tears

Even less than a year ago it would have been stretching the limits of imagination to see any possibility for cheer in figures that showed a reduction in employment for Hewlett-Packard. The facts are that employment for HP within the U.S. has dropped from a high of 13,478 in March 1970 to 12,309 employees this past February. Overseas employment continued to rise with sales, but still the overall company figure was down by 747 people from its 1970 peak.

If there is any comfort in these figures it probably lies in the fact that the reduction, made necessary by declining U.S. orders and mounting inventories, was achieved primarily by unreplaced attrition. This is not to overlook some discomforts such as temporary or permanent transfers, the reduced work schedule and a few terminations. But by and large it was done by attrition, which in the employment sense means people leaving an organization through their own desires or actions such as taking other jobs, having babies, retiring, and doing their own thing. Unlike arbitrary layoffs, it's a gradual process, and it requires some patience for a company that sees its problems clearly to take this undramatic approach. But it has worked, and for that we can be grateful. However, we can look ahead to the day surely coming when those figures again point the other way.

## Measure

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