



Measure

For the men and women of Hewlett-Packard/FEBRUARY 1972

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How do you get someone—say, yourself—to take that first step up the so-called career ladder—and keep going.

Dr. Frederick Herzberg, industrial psychologist at Case Western Reserve University, claims that “the predominant effort of industry is to motivate people through KITA”—otherwise known as a kick in the posterior. Its versions are positive KITA (the carrot) and negative KITA (the stick). Both have the power to move people to do things.

The trouble is that a lot of people, especially younger ones, just aren't buying much KITA anymore. They KITA back. And some older people, their original skills outdated less than half way through life, respond to KITA by mentally and spiritually retiring from the job though still showing up to claim pay and pension rights.

The opposite of KITA is self-motivation. Or maybe it's self-KITA. Regardless of definition, it's a whale of a lot more powerful in creating sustained and purposeful movement than promises and threats.

Not to get sticky about it, but HP apparently recognized this right from its start and opted for self-motivation, for self-development, for the person popularly known as a self-starter, and for management-by-objective. How this works, and how the company encourages it through internal and external programs, is hopefully revealed in the following reports:







floor ground the from Up

A man can't help where he came from.

*But, with some help, there's a lot he
can do about where he wants to go...*

Look us over...

What better way to look over an organization and keep in touch with job opportunities than by distributing the mail—especially if you're young and pretty like Chris Wahle and Lynn Page. Actually, Lynn (right) has already left the Corporate mail department to take a beginning job in repro typesetting, work that has fine potential for skill and opportunity. Chris is still looking, and being looked at.

Mail room jobs are popular not only with young people looking for openings but also with those in college or college-bound who want to survey future career possibilities.





Good men find themselves...

Having the highest personnel turnover in the company is not something a department usually likes to brag about. But the building service departments around Hewlett-Packard—the departments responsible for keeping floors clean and wastebaskets empty and moving the furniture and repairing buildings—take the opposite view. They're proud of the men who leave their ranks because almost invariably these men have gone on to better jobs—mainly through their own initiative. Dick Ely's team, which serves the Palo Alto plants and includes Howard Stone's day shift and Merle Swigert's night crews, averaged three transfers per month in 1971.

Total turnover for the year was about 50 percent. Shown above are some graduates. From top are: Ed Garcia, Albert Guerrero, John Drayton, Pete Robbins, Don Rodgers, Bonifacio Asistin, Chris Giminez, Manual Jurado, Jose Monterrey, Fernando Rosa, John Turek and Harold Glidewell. And where have they gone, these men? To jobs as line supervisors, machinists, assemblers, tool design draftsmen, publication illustrators, buyers, wirers, administrators, plate makers, and sheet-metal workers. They land these jobs mainly by doing a job that attracts the favorable attention of people in other departments who are always on the lookout for good men. It's also a matter of keeping their eyes and ears open, of talking to the right people, and of applying for openings where they feel qualified—or where they have qualified themselves by special training and study. In a number of cases this has included English language courses. Their incentives are more pay, more regular hours, more companionship on the job, and more opportunity to learn skills. What could be more basic?

(continued)

up from the ground floor

Charles PIERCE

1 School Committee

Outward bound in Boston...

When you consider what self-development has meant to Medical Division's Charles Pierce, you don't think of it as a ladder, reaching upward to personal achievement. Rather, you see it as a bridge reaching outward to an ever-widening involvement with people and service to the community. The poster tells you something about his present involvement—the School Committee (school board) in Cambridge, Mass. It's his first elective office, but he's been preparing himself a good part of his life. It began when he saw the desperate needs of poor people in Mississippi as well as those of young people growing up in the ghetto areas of Boston. In each case he set up programs for helping these people. But beyond that he recognized that their basic need is for the tools—the education and the opportunity—to help themselves.

So now, through his school committee work and a special program at Harvard University Charlie is preparing himself for a full-time role of helping to bring just such tools to the community. The Harvard program, involving a combination of study and elementary school teaching, is called The New Breed of Teachers. Right on.

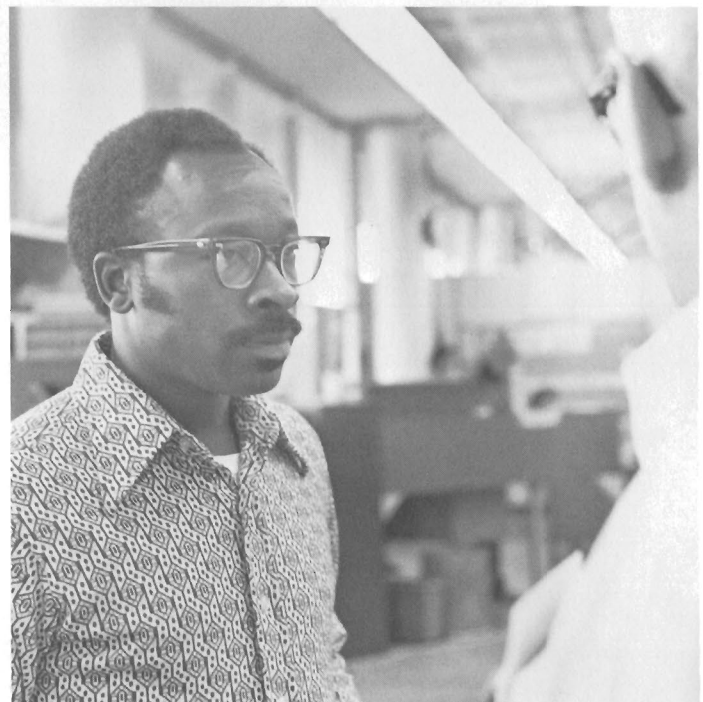


A cheer from the Bronx...

When Joe Skowronski, personnel manager for the New Jersey Division, visits New York's South Bronx he sees it as a bad old movie: crime, dope, violence, poverty, sickness, corruption, squalor—the whole depressing slum script. But it's a movie in which Joe himself played for years, and might still be acting if it hadn't been for—in that classic cliché of the streets—"the breaks." For some reason, Joe began taking an interest in ham radio at age 12. A year later he was working as a tool-carrying "caddy" for Manny's Radio & TV Service. The partners encouraged Joe to learn the repair business. His experience later supported him through several years of college, and opened doors when he and his mother moved to New Jersey. One of those doors was the HP plant at Berkeley Heights; they were looking for someone with troubleshooting experience to take on the job of instrument calibration technician. "Right away," Joe recalls, "Paul Bastow was encouraging me to go back and finish college. So I applied to Rutgers and began studying psychology. In four years of night school I had the degree. Now I'm working on the masters." So how did he get from the production floor to plant personnel work? The college work helped. But it really happened after he began working in the marketing department: conducting training sessions and developing videotape programs and the like put him in touch with the training and people side of the business. So when they went looking for someone, Joe was already there.

"It becomes easier as you go along..."

What turns a person on to life, not away from it? An important element, psychologists say, is success of some kind—that first victory, however small. For Chuck Fikes, tool engineer in Manufacturing Division, it came while sprinting down a track. In his very first try and in a fast field he won, and went on to become sprint champion of the Second Air Force. Chuck's been reaching for the tape ever since: electronics technician training at Lockheed, an assembly-line job at HP beginning in 1962, an HP apprenticeship in tool making, an A. A. degree in machine technology, a B.S. in industrial technology (he'll graduate this June at San Jose State), and all kinds of supervisory development and other courses. "I might have stayed in the service and been quite happy," says Chuck. "But my feeling is that you sell yourself short if you fail to develop to capacity. It's not easy. But it becomes easier as you go along. For example, I never worked too hard as a student in high school. But I've since learned the value of hard work and developed a sense of morality and responsibility. My goal is continuous growth and development."



My grandmother the electronic technician...

What motivates a young woman with a family of six children and a full-time job to take on the time-consuming, demanding HP electronic technician apprenticeship program? For 37-year-old Jean Creelman, now also a grandmother, it was

the prospect of more money to help educate her children, combined with a more interesting job. "As long as I had to be away from my family, I wanted to do something worthwhile," Jean explains.

Jean started the program in 1967 at the age of 32, and graduated in July, 1971, the first woman ever to complete HP's electronic technician apprenticeship. She is now working in Quality Assurance for the Santa Clara Division. For Jean, the four-plus years from start to finish of her training program meant tight juggling of her time between work at HP, caring for her family, two and three nights of classes a week, and studying.

Although it was a little rough in spots, she never lost sight of her goal. Soon after joining HP in 1966 as an assembler for the Microwave Division, Jean took the apprenticeship qualification tests. After making up a math deficiency, she was accepted into the electronic technician program, even though the steering committee was concerned about how her family would manage. As Jean progressed in the program, her work hours did enable her to at least be home after her children returned from school.

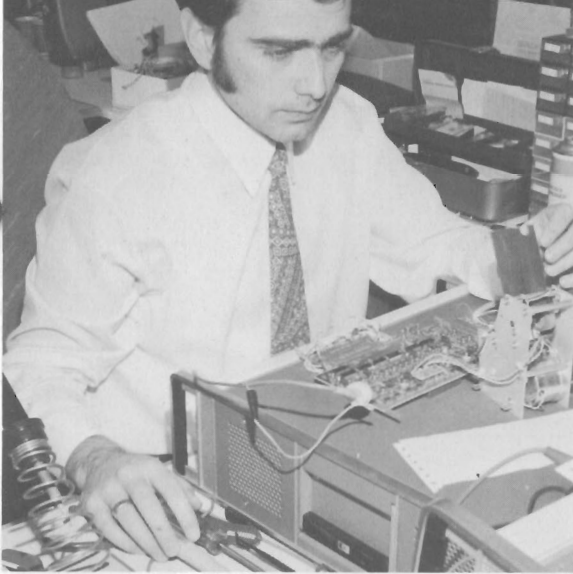
HP believes in "growing its own" in many areas of technical skill, and Jean is one of many hundreds of technicians to come through the apprentice ranks within the company. Applications and testing for HP's electronic technician and electronic machinist programs, both four years, are open to any HP employee.



The corporate campus

**One of the most important parts
of every job at HP is learning.
Or should be...**

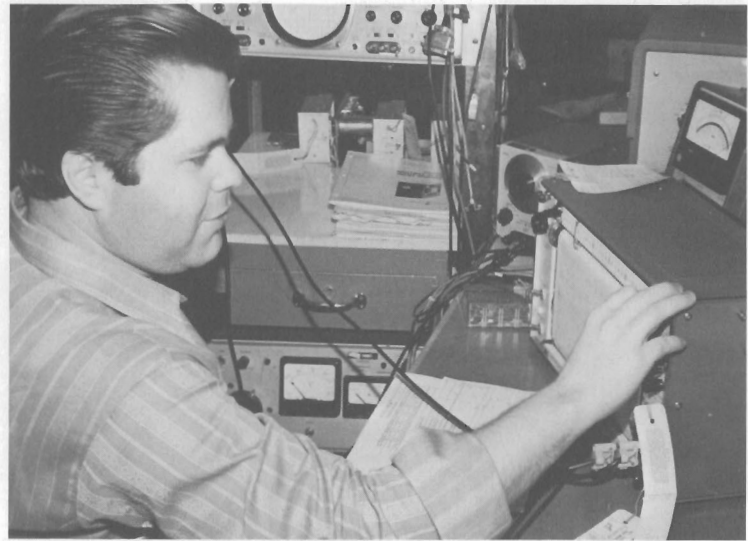




A way of life in Germany...

An industrial facility by day—a school by night—that's how the HP plant in Boeblingen, Germany, might look to the outside observer. Although the company in general is strongly committed to self-development programs, HP GmbH in particular rates a gold star for its involvement. Fully half of the 700 employees there have been enrolled in company-sponsored courses over the past year. More than 450 of them took general interest courses such as languages (English, French and German), electronics, math, data processing, programming, taxes and economics. Nearly 200 were involved in the specialized training programs, such as apprenticeships and supervisory development. After several years of applied training coupled with background courses, Willi Knoll, above, and Gerhard Haschke, top right, are among those now completing electronic technician training. Even though the majority of HP GmbH personnel development courses are offered onsite, outside training also plays an important role, chiefly in the form of brief, intensive seminars closely related to job assignments.

At right is a language laboratory at the local Berlitz School, an important training ground for the multi-lingual HP GmbH sales force.



The lunch bunch communicators...

Professionalism is voluntarily maintained in many ways and places at HP: seminars, study groups, reading, memberships, meetings and briefings. One of these unique to the company came about ten years ago when it was realized that Hewlett-Packard represented a major professional community in its own right, possessing a potent range of skills and data. It was felt that interchange between the engineering organizations and the individual engineers could be very useful. With this in mind, an EE Communications Committee was formed at the Palo Alto plant. Since then it has sponsored monthly lunchtime talks by authoritative HP speakers. Audiences of 50 to 100 sit in. Most of them are engineers and technicians, but meetings are open to all employees. The talks mainly concern new products and developments, and the list of speakers over the years reads like a *Who's Who at HP*.

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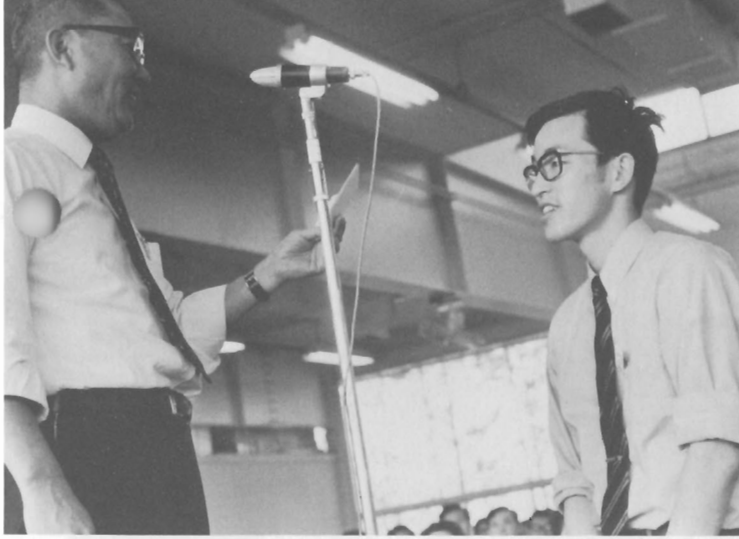
corporate campus

After hours...

One way to keep up—or to catch up—at HP is to take the courses offered after hours at many of the plant locations. A recent bulletin issued to people in the Palo Alto area, for example, advertised evening classes in basic slide rule, employee development, effective speaking, letter writing, schematic reading, survey of electronics I and II, computer fundamentals, fundamentals of computer programming, and programming language. All free, first come, first served. Among the newest and more popular are the computer courses presented by Dick Rands of the Bay Area Electronic Data Processing programming staff.

Here, Dick (right) goes over a time-share program with George Radu, a programmer who eventually may instruct others. Some 600 different HP people have completed these classes in the three years they've been offered. Graduates range from maintenance men to managers, and from secretaries to line supervisors.





Closed-circuit co-op studies...

This scene of a darkened classroom and bright video screen is familiar to at least 75 Peninsula-based HP engineers presently participating in the local Honors Cooperative program. The classroom is HP's, one of half a dozen made available at Bay Area plants; the program originates at Stanford University, one of some 42 graduate engineering courses offered this quarter over the university's closed-circuit network. The classes are live and held during work hours, with university couriers picking up and distributing course materials to the cooperating firms. Although the TV network system has been in operation less than three years, Honors Co-op itself goes back almost twenty years when Stanford's EE department approached HP and other companies with the concept of the co-op program to extend its facilities to local industry. Then, as now, it was conceived as a means of providing outstanding employees with the opportunity to work toward advanced degrees and knowledge. The approved applicant is given the necessary time off and is reimbursed for half of his expenses (this is very much in keeping with HP's philosophy which holds that the individual should be willing to make a significant contribution to his own development). Today the concept of Honors Co-op is quite widespread: Programs very similar to it are in existence at HP plants in Colorado and Massachusetts. In the photograph above, YHP President Shozō Yokogawa, left, announces the selection of Nori Sugihara as the first YHP Honors Co-op participant in a program worked out with a Japanese University.

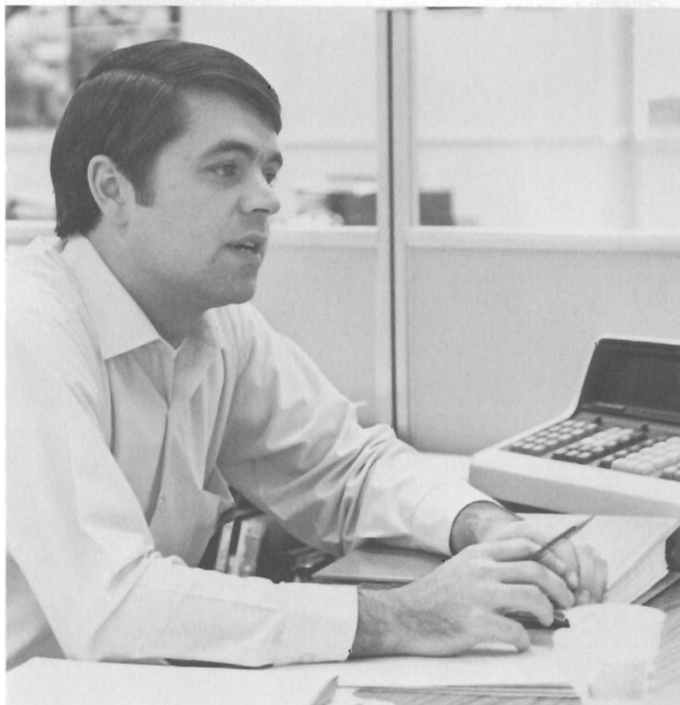
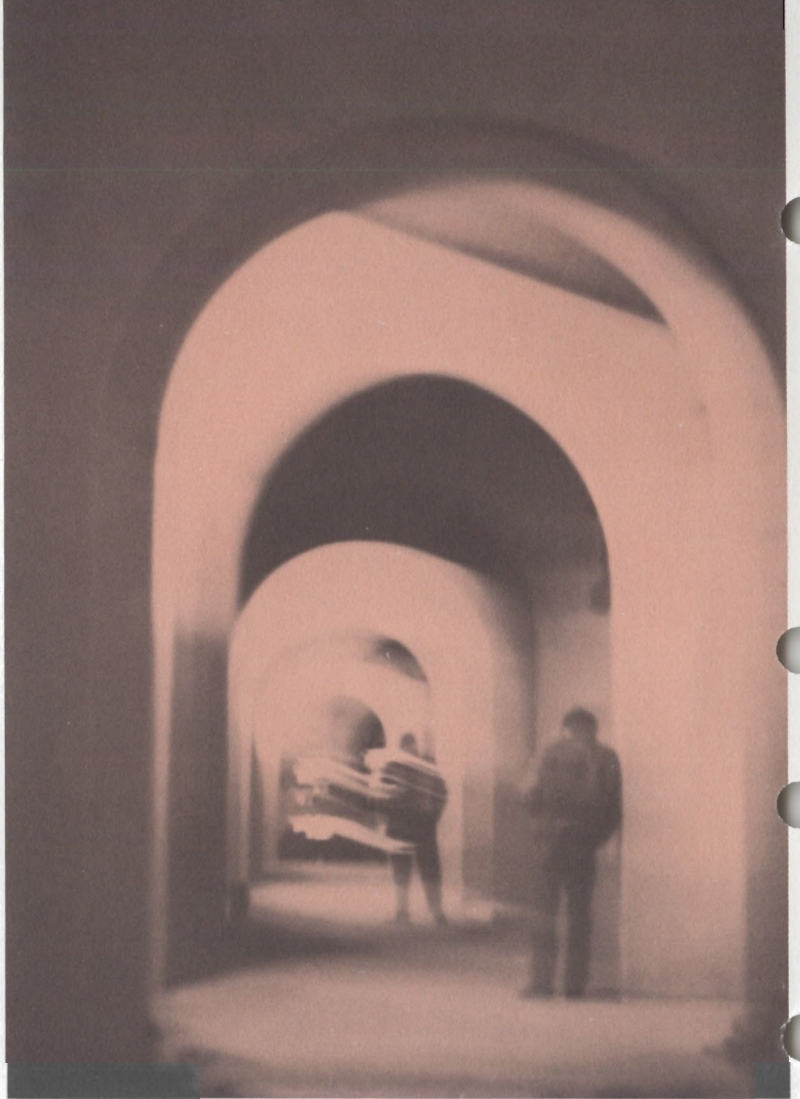


Developing developers...

A major part of the program of personnel development at HP revolves around the concept of "training the trainers." All kinds of training activities tie into this concept, including that depicted at left. Here, Yukio Shimomura of Manufacturing Division, center, observes his own teaching performance on videotape replay; Bea Harbick, left, and Bob Levy, Corporate Staffing and Development, help Yukio analyze his performance during an instructor training workshop. It's one of the many techniques employed in training people who in turn will instruct such programs as Supervisory Development, a key program around the company. Other programs in which personnel development is the basic theme include managerial problem analysis and decision analysis (Kepner-Tregoe), and Employee Development.

On your own

If your off-hours studies are job related, HP will help. But related or not, you're doing yourself a favor whenever you broaden your mental horizons...



Keeping fresh...

"My feeling is that we should all change our jobs every few years. Otherwise I think we begin to do things strictly by habit," says Bill Killen, systems manager at Santa Clara Division. "For the same reason I feel the company should offer assistance in educational programs almost totally unrelated to the work we do. Because anything that provides people with a fresh viewpoint or involves them in new sets of people is bound to be stimulating and therefore useful to the job." Bill has pretty much followed his own prescription by deliberately seeking out new and challenging assignments on and off the job. His HP career began in 1959 as part of the engineering pool while attending Stanford ("it was better than hashing"). After graduation and service in the Navy he faced the quandary of whether to work or go back to school to freshen up technologically; he worked this out by coming back to HP under the Honors Co-op program of graduate study at Stanford. Gradually, he felt his interests turning more to people than to strictly engineering work, so he requested manufacturing assignments and later marketing roles. Meanwhile, Bill has become heavily involved in Junior Achievement and as a charter director of the HP Employees Credit Union.



Taking a flyer...

Why would a full-time electronics engineer drive 120 miles a night four nights a week for five years in pursuit of a legal education? "It was a challenge," says Bill Hein, formerly components engineering manager and now patent attorney at the Loveland Division. "Mainly I wanted to broaden my background. After six years of engineering school I still felt inadequate in trying to deal with such everyday legal problems as buying property, signing a lease, or negotiating a contract. I had never given much thought to leaving the engineering profession, but after graduating and passing the Colorado Bar exam it seemed like a good idea to combine my technical and legal training. After all, I had invested thousands of hours of study, 100,000 miles of driving to and from evening division law classes at the University of Denver, and about \$15,000 of my own money. My wife kids everybody that my next goal is medical school. But what I really plan to do is take flying lessons and begin to have some fun on those weekends?"

Educational Assistance...

HP's widely-used Educational Assistance program has an enthusiastic advocate in Santa Clara Division's Barbara Stirton. Barbara joined the division on the printed circuit board line in 1969. Now, as a result of studying data processing at a local junior college evenings for the past three years, she has been promoted to her present position as a computer operator and programmer. Barbara expects to earn her A.A. degree in business data processing next year, then hopes to continue right on up the academic ladder: She feels "The more education you have and the higher degree you have, the better off you are." Plus she would like to keep up with the constantly-changing data processing field. "I think it's great that at HP you can work at your job while training in it." An ideal candidate for the Educational Assistance program, Barbara would have been financially unable to quit working and attend school full-time. The Assistance program, handled through HP Personnel departments, provides partial or total reimbursement for the costs involved in courses related to an HP employee's job, or related to an HP job for which the employee might qualify in the near future.



News in Brief

Mountain View—A new third building serving the Mountain View-Service Center-Delcon complex is scheduled for completion in July. The 62,000-square-foot addition will link the two existing buildings and provide expansion capacity for the Mountain View Division, Customer Service Center, and Delcon Division. Included in the project is a re-developed patio area and a 150,000-gallon water tank as added fire protection.

Rockaway—Construction is now underway at the Rockaway site of the New Jersey Division for the addition of a 54,000-square-foot building. The new structure will almost double the area available for production at Rockaway and will permit the gradual transfer and consolidation of divisional activities presently located

at the Berkeley Heights plant. Construction is scheduled for completion in September.

Palo Alto—New HP sales offices are in prospect for Orlando, Fla., and St. Louis, Mo. The Orlando staff will move to their new location in April. A new leased facility at St. Louis will be occupied by the end of February. New offices were occupied

recently by European sales branches at Orsay (Paris), Frankfurt, and Brussels.

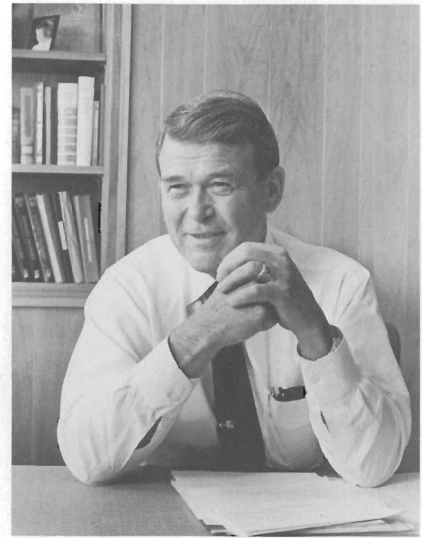
South Queensferry—A 100,000-square-foot addition more than doubling capacity at the Scotland plant of HP Ltd. is nearing completion. The project also calls for extensive renovation of the existing facilities.

Cupertino—The new HP 35 miniature electronic calculator is available to HP employees at 30 percent off the \$395 list price. Under the purchase plan each employee is eligible for one "pocket powerhouse slide rule" per year at the 30 percent discount, or \$276.50 plus shipping and handling costs as well as state and local taxes. Units paid for in cash and picked up in person at Cupertino will be exempt from shipping and handling charges. Priorities are on a first-come, first-served basis. Advanced Products Department at Cupertino has allocated part of its monthly production in support of the plan.



"A very pleasant entrapment," is the way advertising secretary Mary Fredman looks on her 45 years of service with the Medical Products Division at Waltham, Mass. "I stayed because I like it, and I plan to stay as long as I can—another couple of years or so." The record shows that Mary joined the former Sanborn Company late in 1926 as a sales-service correspondent. She then moved into the mail department as chief clerk, and finally into secretarial work. For her exceptional record of service Mary received a 20-point diamond pin along with special congratulations from Bill Hewlett. Meanwhile, 40 other people around the company were recently honored for serving 25, 30 and 35 years. Numerous others reaching the 5-, 10-, 15- and 20-year point were also recognized.

From the president's desk



It seems to me that at this time each year I am faced with the quandary of what I can say about the business outlook for the months ahead. I have mentioned in the past that no clear picture is possible until the corporate books are closed on the first quarter, sometime near the end of February. Nonetheless, I think that there are some trends appearing that may be of significance.

As one looks at the domestic component of our business, it is evident that starting near the end of last summer orders began to pick up substantially. The exact composition of this increase in the order pattern is not clear, but there does appear to be a relationship to the increase in government dollars entering the economy. As one looks ahead, particularly in light of the President's budget message, I would anticipate that this trend could continue through most of 1972.

The degree to which this spending by the government will further stimulate the private sector is yet to be determined. A great deal depends on how the consumer views the future. There is a tremendous amount of money stored up in the consumer's pocket. If he feels that many of our basic domestic problems are on the way to solution he may start to buy again, thus providing a major stimulus to the economy. If this does not happen, the year may be rather lackluster.

The picture on the international scene is even more obscure. It is true that with the devaluation of the dollar U.S. products have become more competitive in the world market. But, you don't shift the international balance of payments by \$10 billion without some serious dislocation of the various economies of the world. The question is, therefore, how serious are these dislocations and how long will this transition last?

I have just returned from my January visit to our operations in Europe and this matter was the basis of a great deal of discussion. My general impression is that most of the European economies are going to recover from this adjustment much more rapidly than most people have predicted. Although for budgeting purposes we have taken a very conservative approach to our international business, I am inclined to believe that we are more likely to have a pleasant surprise for the year than an unpleasant one.

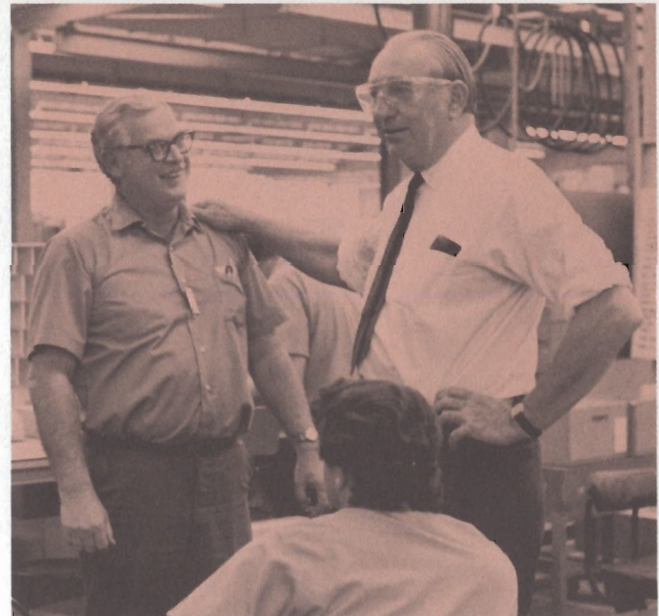
In summary, I am optimistic.

Bill Hewlett



The big man with his familiar white shirt and rolled sleeves

was home from Washington after almost three years of service as Deputy Secretary of Defense. And as soon as possible during his first week back at HP, Dave Packard went out to visit the manufacturing shops and production lines. Quite a few of the newer HP people had never seen him in person before. But for others such as "Moose" Magin (above left), Marie Granados (above right), and Bill Beckman, it was like old times. And at the components building of Manufacturing Division a cheer went up as their visitor walked into view. A few days later the HP board of directors elected Dave Packard as its chairman, with Bill Hewlett to continue as president and chief executive officer. The partners were together again.



Measure

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