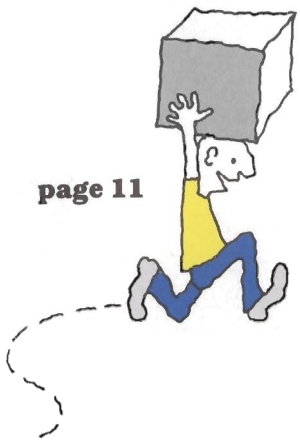
For the people of Hewlett-Packard

September-October 1988

MEASURE

Coming to grips with child care in the '80s

THE INSIDE STORIES



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DEPARTMENTS

MEASURE

Editor:
Jay Coleman

Associate editors:
Rhea Feldman
Betty Gerard

Art director:
Annette Yatovitz

Circulation:
Kris Larson

Contributors:
Tom J. Brown
Jerry Cashman
Betsy Riccomini
Helen Willey

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Hewlett-Packard Company is an international manufacturer of measurement and computation products and systems used in industry, business, engineering, science, medicine and education. HP employs more than 85,000 people worldwide.

Child care in the '80s is a complex issue, especially for single parents and two-career marriages. Governments, businesses and parents worldwide are examining their roles in this international dilemma to decide

Who's taking care of baby?

LARRY BRAZIL

Margarita Gurrola has plenty of energy left when mom Delores, an HP Labs technican, picks her up at a Santa Clara, California, day-care center.

On one side of the Atlantic, the sun is rising as Eva Fagerstedt pulls a shirt over the head of her sleepy-eyed 2-year-old, Christopher, getting him ready for the trip to his day-care center. Eva, a single parent, works as an order processor for HP Sweden and must have some form of child care for her son.

On the other side of the ocean, Lou Marchany is well into his "work day" at HP's Waltham site in Massachusetts even though it is almost 2 a.m. there. Lou, a computer operator, works the ll p.m.-to-7 a.m. shift to take care of his two children while his wife, Connie, goes to her day-shift job, also at Waltham.

These three parents are just a few of the thousands of HP employees and millions of other adults whose decisions regarding work and child care are making that topic a major issue in almost every nation of the world (see story on page 7).

In the United States, government institutions continue to grapple with the question of who cares for its youngest citizens while mom and/or dad work.

BRUCE ANDERSON

Split working shifts in Waltham, Massachusetts, help Connie and Lou Marchany juggle child-care needs for Michelle and Matthew.

JERRY DOWNS

Both the parents who need reliable, affordable child care and the corporations seeking to maintain the productivity and the services of these people are caught in a crunch.

A 1986 report from a companywide child-care task force found flexible working hours and flexible time off to be a "small but significant start" in helping working parents manage child care. (Child-care advocates call for all companies to institute these policies.) The task force encouraged contributions; involvement in local regulatory and rezoning efforts; assistance at the local level, including site information and resource centers; and the appointment of local child-care coordinators.

> ***"Generally speaking, HP can hold its head up fairly high as far as our policies go."***

But, they noted, child care has proved to be a Hydra-headed problem that resists clear-cut answers.

Universal concerns center on the quantity, quality and cost of child-care options, and whether one's job is flexible enough to allow a balance of home and work demands. Add to this, however, the variety of needs parents face over time. Infant care, usually expensive and difficult to find, doesn't meet a preschooler's needs, and school-age children present the family with a "latchkey" care situation where children are alone while their parents work. When children are sick, most centers refuse to take them, and parents must scramble to make other arrangements.

One avenue of assistance that cuts across these lines is clearly financial. A new salary-reimbursement account for dependent care, introduced in August, allows HP employees in the U.S. to take advantage of an Internal Revenue Service program to pay up to $5,000 of dependent-care expenses on a pretax basis. How much of a financial boost a parent gets depends on the individual dependent-care expenses and tax situation. HP expects U.S. employees as a whole to save $3 million.

Job flexibility aids parents, too, and HP's new part-time employment policy may make it feasible for some parents to work less than a 40-hour week if the schedule still meets business needs.

"Generally speaking, I think HP can hold its head up fairly high as far as our policies go," says Art Dauer, Corporate Personnel director. "On the other hand, this continues to be a challenge. We can't sit back and say we've solved the problem, because we haven't."

> ***"We can't sit back and say we've solved the problem, because we haven't."***

To the parent who's just lost a sitter or who is struggling to find child care for a newborn infant, an on-site child-care center may seem the perfect solution. But other companies have found these self-supporting centers to be highly expensive to both companies and employees—often out of reach for lower-paid employees—and limited in capacity. Centers typically can care for 50 to 75 children, and frequently have long waiting lists. To parents who need their children close to home or whose school-age kids need latchkey care, an on-site center offers little help. The question of location raises another barrier for HP. With 300 sites across the U.S., one center, no matter where you put it, would help only a tiny portion of HP employees.

One approach HP continues to investigate is that of nationwide child-care referral. This service provides assistance to employees in the midst of a child-care search on a case-management basis. Such programs are expensive and target only a small percentage of a company's population. According to Art, companies with demographics similar to HP that have contracted for referral services find that approximately five percent of their employees use the service at any given time.

"The question becomes, 'Is that an efficient way of delivering a benefit?' " Art asks. "Are you then morally obligated to do something special for the other 95 percent? Historically, we have attempted to make it an egalitarian system, and this is a benefit that is very channeled and focused."

In Rockville, Maryland, the Eastern Sales Region has an experimental referral project and will gather statistics for the corporation on employee use.

"We had a number of employees desperate for a sitter coming to work upset that they'd just lost a sitter and couldn't find one, " says Hazel Tabler, HP's local child-care coordinator. The region is working with an agency that provides referrals, telephone counseling for both child-care and elder-care problems, parent education materials and on-site training for parent-and elder-care issues. "It's not just a benefit for people with babies," Hazel says.

Regardless of whether a nationwide referral program is in HP's future, the company has made progress by looking for local answers.

At a number of other sites across the country, child-care task forces and coordinators are looking at how they can ease the parents' situation locally. Most site child-care coordinators provide information on how to search for

Commuting two hours a day from Denver, Colorado, to the Loveland Instrument Division means that Debra Vaden must say goodbye early in the morning while husband, Jeff, takes care of their three children. Jeff works weekends and attends night school.

child care and what local day-care options are. If the area has a public referral agency, coordinators can give employees that phone number.

In the past two years, HP has contributed nearly $100,000 to U.S. agencies that support child-care and referral programs. And United Way donations often go to support local day-care.

In Loveland, Colorado, an HP task force is trying to obtain computer equipment for the local referral agency. In the San Francisco Bay Area, HP child-care coordinators meet quarterly to share best practices and update each other on community and company resources. And HP's three Southern Colorado divisions have published a guide to finding child care. The San Diego (California) Division has been able to take advantage of Care Boosters, a federally funded demonstration project that supplies a list of local day-care providers who not only are licensed but also have had on-site inspections by the agency. The organization surveyed the division's employees and found 39 percent had a current need for some sort of dependent care (28 percent child care, 11 percent elder care). Fully 70 percent returned the survey.

"The written comments were quite dramatic and emotional," says engineer Beth Nidzieko, a member of the division's task force. "You could tell it was really a problem and had major effects on their lifestyles."

The division now is considering the feasibility of using a flex-force employee to help parents with child-care needs and work with the community to develop and take advantage of community projects and resources.

At the Network Measurements Division in Santa Rosa, California, child-care coordinator Ellie McGovern has set up a child-care library, scheduled lunchtime talks on child-care issues, and worked with a parents' group in the community to increase the supply of day-care providers. But, she says, to employees who face an immediate need, it may not seem like enough.

"Everybody has a different idea of what perfect child care is. Everybody wants HP to help. What they really want is for HP to make it easier, and that, in itself, is not an easy thing to do," Ellie says. "Child care, bottom line, is painful for most parents."

It can be a painful dilemma for corporations, too.

"I wish there were an easy solution," says Art Dauer, "because HP and companies around the world are highly motivated to find it."

Handling tough choices

"If you're looking for a day-care situation that really meshes, it isn't here," says Debra Vaden, a buyer for Loveland Instrument Division.

With three children, including a 9-month-old, a 3-year-old and a 5½-year-old who must be ferried back and forth to kindergarten, it's understandable. Debra and her husband have had three different child-care situations over the past year, and they've just lost the most recent provider—a teenage acquaintance who came to their home.

"About a year and a half ago, there were six months when it was just terrible," she says. "Without flextime and understanding management, I wouldn't have been able to pull it off. I felt comfortable with my supervisor, and I told him that for the next year, I just want to do my job. This isn't a good time to take on additional responsibilities, and I don't want to run the risk

JOSEPH RODRIGUEZ/BLACK STAR

Eva Fagerstedt plays with her 2-year-old son, Christopher, before leaving the government-subsidized day-care center in Stockholm for the 10-minute drive to her HP job.

of failing."

Child care has forced some tough decisions for the family. Debra and her manager have worked out a short-term flexible schedule which will allow her to attend school and spend more time with her family. Her husband will attend school at night and work part time, including weekends, to be home with the kids when she's away.

Split-shift family

When Lou and Connie Marchany of the Waltham site decided to have their second child, they knew something would have to change. Their first youngster, Michelle, had been enrolled in child care for three years, and they did not want to have two children in day care.

So they came up with a solution that works for them—the split-shift family. Lou decided to transfer from his day job within the Waltham information systems department to a late-night job (11 p.m. to 7 a.m.) as a computer operator. Meanwhile, Connie returned to her day-shift job as an administrative support person after their son Matthew was born in December 1987.

Now Lou takes care of 5-year-old Michelle and 10-month-old Matthew during the day until Connie gets home in the late afternoon. It means a tight schedule for Lou, who is in class two nights a week completing a degree in business management. "I have to juggle being 'Mr. Mom,' going to work and studying, but I feel that we're in control," says Lou, "We don't have to worry about who's watching our children."

"My daughter enjoys it more this way also," adds Connie. "We don't have to rush her to a day-care center every day."

But the arrangement does require adjustments. For example, the only time Lou can sleep is when Matthew takes a nap or when Connie comes home. Also, they have found that nightly dinners and regular telephone conversations are essential to keeping close as a family.

Bringing up Brian

Three years ago Dennis Martin, of the San Diego Division's R&D lab, got sole custody of his son, Brian, when the child was eight months old. Arranging day-care was part of the package.

"It was emotionally devastating," he recalls. "To this day, I can't wait to get off work to go pick him up." There have been times when Dennis was called away from work to go get Brian. "If I was in a meeting and (the caregiver) was insistent that I pick up the child at a certain time, I'd have to say, 'I'm sorry, but I have to leave now.' It's not very endearing to your management and co-workers, but I just said that that's the way it is."

Now Dennis has a new wife, Karen, and a newborn son, Sam. Karen, an R&D engineer at the same division, hopes to return to work part time after her leave and return to full time when Sam is in preschool.

Getting support in Sweden

When Eva Fagerstedt had her son, Christopher, two years ago, an integrated system of government and business support was there to help. By Swedish law, she received 90 percent of her salary as an order processor at HP Sweden for the first nine months she was away from work. In addition, she was guaranteed her same job at HP for 12 months after she had Christopher.

All of this is part of Sweden's parent insurance program, which is paid mostly by business taxes. In addition, a system is in place to help parents once they return to work. For example, Eva has the right to choose a shorter work day (six versus eight hours) to care for her child. But because she is a single parent, she must work full-time and place Christopher in a day-care center.

The day-care center that Eva takes her son to is halfway between her home and work. Christopher is well supervised since there are three caregivers for every 10 to 12 children.

"I'm very happy with the center," says Eva. "The children do a lot of activities, such as visits to museums and swimming lessons." The cost for Christopher's care is approximately 10 percent of Eva's gross pay because the Swedish government subsidizes public day-care centers.

Child care around the world

Almost anywhere you go in the world, you will hear about child care, according to Ken Jaffe, executive director of International Child Resource Institute.

"There is activity going on everywhere from Ecuador to Australia," says Ken.

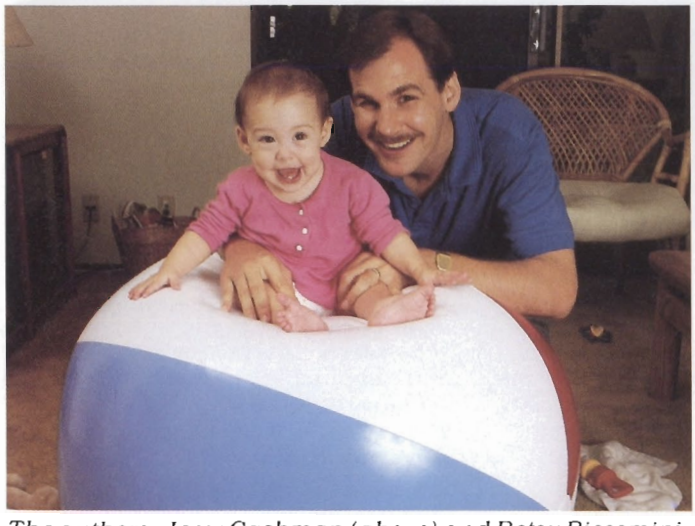
The motivation in each country is different, but most experts agree that the issue is receiving added attention as more women enter the work force and countries recognize child rearing as a national priority. Around the world, child care is handled through a combination of parent, business and government involvement. Here's how different regions and some HP sites approach the problem:

□ Europe—Almost every European country has some type of child-care policy, according to international expert Dr. Sheila Kamerman. The most comprehensive programs are found in Eastern Europe and Scandinavian countries. They include partially paid maternity leaves, subsidized day care and free public preschool. Taxes, which range from 50 to 80 percent of salaries in some European countries, pay for many of the free or low-cost programs.

□ North America—The issue has just started gaining the status of a national debate in both the United States and Canada. In the U.S., attention centers on the Act for Better Child Care bill, a $2.5 billion plan that would help states make child care more affordable, increase the number of facilities, improve the quality and coordinate resources. In Canada, there are many creative approaches, including Toronto's plan to have real-estate developers pay into a fund for child care.

□ Latin America—Many countries in this region have passed laws to make on-site child care mandatory for companies that have more than 30 to 50 employees. But the laws are not always strictly enforced. "What the law has done in our country is bring more visibility to child care," says Milagros Ruiz, HP Venezuela's personnel manager. "But there isn't necessarily a big cry for an HP on-site center here. Our surveys show that employees think it would be nice, but it is not critical because there is a lot of family support and high- quality, low-cost private care."

□ Asia/Pacific Basin—The two countries in this region with the longest history of child-care activity are New Zealand and Australia. In New Zealand, the prime minister has made it a top issue of public concern, and Australia already has a network of national family day- care centers. Other countries getting more involved include Malaysia and Singapore, as companies encourage the development of private, day-care centers in downtown high-rises near their sites.



LARRY BRAZIL

LARRY BRAZIL

The authors, Jerry Cashman (above) and Betsy Riccomini (right), are HP communicators as well as working parents. Jerry, communication manager for the Personal Computer Group site in Sunnyvale, California, uses flexible time off to get home early in the afternoon to work on special exercises with his 10-month-old daughter, Lauren, who was born prematurely. Betsy, San Jose site communicator, enjoys reading to 4-year-old Christopher and 2-year-old Alexandra at home at night. Betsy's husband, Don, is an HP marketing engineer at the Santa Clara tech center.

One-fourth of the company's U.S. professionals in engineering and other technical fields are women

HP women make strides in technology

ANGEL RAMOS

Jane Evans, pictured here in a Puerto Rico garden, has been named a Fellow of the Society of Women Engineers.

For Hewlett-Packard engineer Jane Evans, the distance between two short walks measures the advances that have been made by women in technology over the past two decades.

In June 1964, Jane walked between rows of fellow graduates of California State University at San Jose to receive a bachelor of science degree in electrical engineering. The audience was friendly but curious: she was the first woman to receive her B.S.E.E. from the school.

Her walk this June through the elegant dining room of the Hotel El San Juan in Puerto Rico was decidedly different. Surrounded by other warmly supportive women engineers, she was honored as a new Fellow of the Society of Women Engineers (SWE) for her outstanding contributions to the engineering profession.

Clearly, the role of women in technology is no longer a lonely one. In the U.S., one-fourth of Hewlett- Packard's professionals in technical fields are women. The first HP Technical Women's Conference will be held this fall (see page 10).

Today, women are a significant force in the engineering and computer-science disciplines. Computer science came along at a time when a large number of women were planning technical careers. It offered an easier entry than some of the traditional fields, and women have done extremely well. SWE, like other societies originally open to engineers only, has now broadened its eligibility rules for membership.

Arriving at exact numbers for technical women is something of a gray area. The American Association of Engineering Societies (AAES) includes in its statistics those computer-science degrees issued by schools of engineering, while U.S. federal surveys keep engineering and computer science separate.

Using the AAES count, Jane Evans was one of 146 women in the U.S. receiving degrees in engineering in 1964—or 0.41 percent of that year's engineering graduates. Enrollment of women in engineering schools climbed rapidly between 1973 and 1982, then began to fall off slightly. In 1986, women made up 15.6 percent of all students enrolled in undergraduate engineering at U.S. universities. That's an average; at some engineering schools, 30 percent are women.

TOM LEA

A quality engineer at the HP's Puerto Rico Operation, Mabel Esteves chaired the 1988 student conference of the Society of Women Engineers in San Juan.

With industry scrambling to attract women engineering and computer-science graduates, HP was a visible presence at this year's SWE student conference in Puerto Rico.

Mabel Esteves, quality engineer at HP's Puerto Rico Operation, chaired SWE's 1988 student conference. Like Jane Evans, she's a trailblazer: on her first jobs she was the only female engineer in what she descibes as "a very traditional Latin work evironment." In 1981, she joined HP in Puerto Rico as the operation's first woman to hold an engineering position, and "I firmly believe this is one of the best companies ever to work for."

Her close ties to SWE began when she founded the student chapter while at the University of Puerto Rico. She's served as a mentor to many women students and newly employed engineers. "You'll have endless opportunities to create your own objectives once you understand your job," she tells them.

That same message was echoed by a panel of HP women who talked to the students. The moderator was Rona Prufer of the Colorado Telecom Division, who remembers when she was the Spokane (Washington) Division's first woman student employee in 1980, working in production engineering.

"In school, most of your professors are doing research, so all you hear about is going into R&D," she says. "We want students to know there are other things to do in the electronics industry—and that you don't have to be in electrical engineering."

Panel members included Kathy Setian, project manager for the Business Systems Sector; Lucy Burris, process engineer at the Vancouver Division; Belinda Yung- Rubke, marketing product manager for Colorado Telecom; Nancy Huelsmann, components engineering manager for the Santa Clara Division; and Marjorie Pogue, industrial engineer at the San Diego Division.

Among them they have degrees in math; mechanical, industrial and electrical engineering; and material science/engineering. "Most of the students weren't aware of the breadth of what HP offers," Lucy Burris says.

"While our panel talked about the electronics industry, we also presented a good picture of HP at the same time. It struck me how career-oriented the students were. They wanted to know how they could hone their skills to be a strong candidate for our company."

HP women engineers from divisions with job openings helped out with the SWE job fair, and everyone gave some time in the exhibit booth. Marjorie Pogue could supply first-hand knowledge about building the HP 7550 plotter on display. She had redesigned and integrated its assembly line into the existing HP Colorpro plotter factory (which she'd also helped design, along with the product itself).

Since one key SWE objective is informing young women about opportunities in technical fields, HP's women engineers also visit campus chapters throughout the year.

Nancy Nelson, an R&D project manager at the Santa Clara (California) Division and past president of the local SWE chapter, arranged for $100,000 in grants, including one from HP, to introduce Girl Scouts to computers. She's also given SWE workshops on math and science to junior- and senior-high-school girls.

And the numbers are rising. "Armed with an engineering education, more women have entered the engineering labor force in the past five years than all those who preceded them," says Betty M. Vetter, director of the Commission on Professionals in Science and Technology.

Denise O'Connor joined the Optoelectronics Division (OED) in San Jose, California, in marketing two years ago after receiving her B.S.E.E./Computer Science degree from the University of Illinois at Chicago. She is now a product marketing engineer.

"I've never experienced any problems being accepted as an engineeer," she says. "In fact, it was the women students that took the leadership roles on campus." She was the president of Tau Beta Pi, the engineering honor society.

During a co-op year with an IBM marketing group, Denise decided she didn't want to be a software engineer. "I like the service aspect of marketing," she says, such as new-product training and visiting customers in the field.

Joyce Garibian joined OED at the same time as Denise. An E.E. and math

ANGEL RAMOS

Belinda Yung-Rubke, product line manager at Colorado Telecom Division, tells women engineering students how she moved from manufacturing into marketing.

graduate from Vanderbilt University, she spent her first year at the division as a regional sales engineer in marketing. "But I felt I was missing the technical strength I needed to do my job better," she says. "I had only textbook experience."

When OED set up a cross-functional rotation program for engineers, Joyce was one of the first four volunteers accepted. She's just finished a year in manufacturing, during which she spent four weeks in Southeast Asia troubleshooting problems on a display. This coming year she'll work in R&D as a development engineer for a line of products she saw being manufactured in Penang, Malaysia.

Jane Evans applauds the technical seasoning that is possible through such a program.

"One's training isn't really complete when you graduate," she says. "Any young engineer should try to get a strong footing in the technical aspects of engineering before moving to other opportunities." In her view, R&D and manufacturing are "the soul of engineering."

She had already received her first undergraduate degree in chemistry and worked in that field before deciding to go into electrical engineering. She later added an M.B.A.

During her 23 years with HP, Jane has been a product manager and application engineer, then trained other engineers in such concepts as systems interfacing of host computers and peripherals. She now applies her broad engineering background in Corporate Grants, determining HP's grants of products to universities.

Jane has also broken new ground in the Institute of Electronic and Electrical Engineers (IEEE) as the first woman director of its largest region. IEEE has been an important platform for her efforts to encourage young women and minorities to enter and advance in engineering.

Admittedly, recognition as a SWE Fellow was satisfying. But sweeter still was the collegial atmosphere in which she received her award. Says Jane Evans, "It was a warm, wonderful feeling of delight and joy to be received by a whole roomful of women engineers."

— Betty Gerard

Women's conference to honor technical achievements

Interest is high in the first HP Technical Women's Conference, set for Saturday, October 22, in Palo Alto. Available space began to fill up as soon as the word went out.

Most of the 400 registrants will be from Northern California, where the company has more than 1,200 women professionals in engineering and the sciences. A representative number of women from U.S. sites outside the area will also attend.

Achievements of HP women will be showcased by technical papers and an awards program. Career-development workshops and a panel discussion on exploring management will look to the future. Corporate Affirmative Action is providing logistical support, and President and CEO John Young will give the opening address at the meeting.

The idea for the in-house conference began with HP women engineers from different sites who attended the national convention of the Society of Women Engineers in Kansas City last year.

Explains Petere Miner, manufacturing engineering manager of the Finance and Remarketing Division, "There were HP people I'd never met who worked in the next building. It seemed we should do something to get technical women together on an HP basis."

A committee of women engineers and scientists, headed by Nancy Huelsmann and Darlene S.-Solomon, worked for a year to organize this fall's all-day event. It was decided to keep the first conference to a manageable size, although the strong interest resulted in a waiting list.

It's a good bet that this year's event will serve as a model for future meetings of HP's growing number of technical women.

Figuring your slice of the pie

Twice a year comes the welcome announcement that a profit-sharing check will be on the way to you—your special piece of the company's profit-sharing pie.

Figuring the profit-sharing percentage is a different calculation from determining the official earnings numbers reported by Hewlett-Packard to the outside world. Here's a comparison:

PROFIT-SHARING

Start with:

Net revenue
Deduct cost of sales and operating expenses except for retirement. (This leaves around 15% of the net revenue.)

Pre-tax HP earnings
Deduct earnings of Yokogawa-Hewlett-Packard, which has its own profit-sharing.

Deduct U.S. state taxes only.

Profit-sharing base
Take 12% (this is the profit-sharing pool) and divide this amount by eligible employee earnings worldwide (except for YHP).

Another way to express the calculation would be

$$\frac{\text{PROFIT-SHARING POOL}}{\text{EMPLOYEE EARNINGS}} = \text{PROFIT-SHARING PERCENTAGE}$$

STATEMENT OF EARNINGS

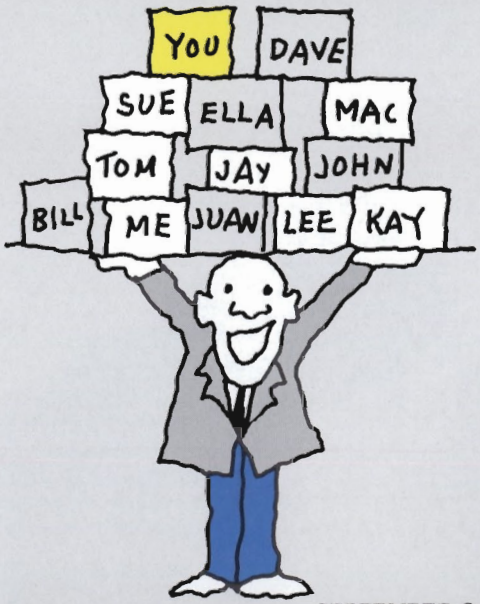
(Annual and quarterly reports)

Net revenue
Deduct costs and expenses *including* profit-sharing and retirement expenses. (This leaves around 12% of the net revenue.)

Earnings before taxes

Provision for taxes
(Deduct ALL taxes worldwide.)

Net earnings



If you wonder why HP sometimes reports a robust bottom line (net earnings) while your profit-sharing percentage is more modest, here are some factors at work in recent years:

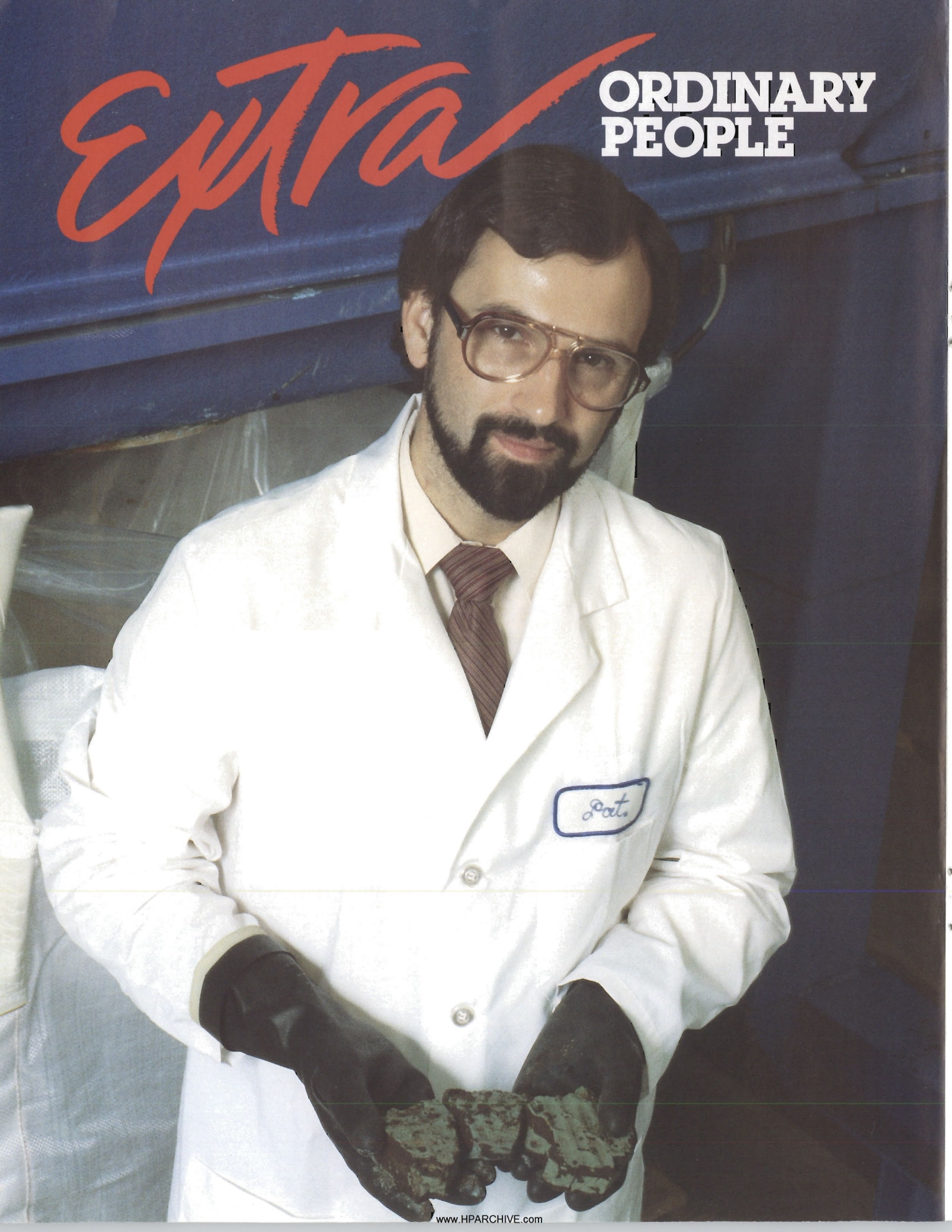
Above left, where eligible employee earnings are divided into the profit-sharing pool, the resulting profit-sharing percentage will be lower

—if the average employee earnings go up.
—if translating non-U.S. employee earnings into U.S. dollars for the calculation results in more dollars because the dollar is weak. (Remember, though, that the weak dollar also boosts sales in international markets.)
—if there's a smaller percentage of new people who aren't eligible to participate.

Above right, astute management of HP's tax liability can have a significant impact on net earnings.

Information courtesy of Corporate Financial Reporting.

Extra ORDINARY PEOPLE



Down and dirty with the sultan of sludge

Pat Hunt picks up a chunk of what appears to be dried green mud and admires it as though it were a piece of fine china.

"This is a sludge cake," he says of the hardened lump. "This is what my job is all about. Some people can't understand, but I can talk about sludge for hours and never get bored."

Officially, Pat is the waste treatment and emissions engineer at the Printed Circuit Division (PRCD) activities in Waltham, Massachusetts. But friends and co-workers affectionately have given him a more succinct and descriptive nickname—the "sultan of sludge."

"Chemical waste turns me on," Pat says with just a hint of a grin lurking behind his black beard. "I kind of like the nickname; it goes with the job."

Actually, Pat has been an environmental crusader since his junior-high-school days when he designed a science project called "The Effect of Laundry Detergent on Sun Fish." He earned a second place and immediately was hooked on helping protect nature.

He continued the crusade in college, earning an undergraduate degree in chemistry and a graduate degree in environmental engineering.

"I was disgusted with people polluting the earth," Pat explains. "I figured somebody had to do something about it and it might as well be me."

Fresh out of college, Pat spent five years tracking down the source of unsafe industrial discharges for the cities of Woonsocket and East Providence, Rhode Island. It was interesting work, he says, but his efforts were focused on the effect of pollution, not the cause.

"I wanted to fight the war farther up the pipe where a lot of the environmental problems begin," Pat says, "so I designed industrial waste systems for Avon Products for four years."

In 1984, after a year with a Boston industrial-waste consulting firm, Pat joined HP at Waltham.

He inherited a weighty challenge. Due to production changes, the division was having problems meeting state-imposed discharge limits from its PC-board operation. Potentially high levels of nickel, tin, zinc and other metals were detected in the wastewater system.

"I wasn't going to take the job unless there was a commitment from management that wastewater treatment was just as important as the bottom line," says Pat. "Waste treatment isn't exactly a money-making operation, but it has to be taken seriously. When I was convinced that HP felt the same way, I took the job."

> ***"Pat is always happy to talk about sludge any time, any place"***

One of his first priorities was to re-design a $1 million wastewater-treatment system. Both the treatment equipment and facility needed a facelift.

"Most waste-treatment systems look like dungeons," he remarks. "I was determined to make our facility look like a showplace."

Indeed, it is. While you may think twice about eating off the floor, the room has a spick-and-span appearance which masks its purpose—removing metals from wastewater before it's discharged into the local sewer system.

While waste treatment is a concern everywhere, it's a particularly complex issue in manufacturing plants. During production processes such as plating, chemical cleaning and etching, dissolved metals, waste acids and alkalies are rinsed into the plant's waste-treatment facility. There the bluish-green liquid is treated with a variety of chemicals to adjust the pH (the degree of acidity or alkalinity in a solution). The chemical reaction causes the dissolved metals to solidify. Solid particles of sludge are removed and the remaining safely treated water is flushed into the local sewer system.

While waste entering the treatment facility may be as concentrated as 10,000 parts per million (ppm), Pat says, the metal concentrations are a mere 1 ppm by the time they leave his treatment facility.

"To put it in perspective," Pat explains, "one ppm is the same as one drop of water in a 5-gallon bucket. We're allowed to have metal concentrations of 1 1/2 parts per million," Pat explains, "but we try to stay below 1."

Sludge isn't the only thing that has solidified for Pat. His success has become well known beyond HP, adds Fred Campbell, PRCD Waltham manufacturing manager and Pat's boss. Two years ago, the Massachusetts Water Resources Authority featured Waltham's waste-treatment facility on the cover of its annual report.

"Pat has established an exemplary program that is known around HP and throughout the state," Fred says. "He's a great ambassador for us."

Fred describes Pat as a quiet, results-oriented person. Quiet, that is, until someone mentions the magic words: waste treatment. "Anyone who's in our division for three seconds and shows an interest in the subject gets a 20-minute dissertation on wastewater treatment and a tour of our facility from Pat," Fred jokes.

Pat even has become an international sludge sleuth. Because of his extensive experience as a designer and manager of waste-treatment facilities, Pat has been a consultant for HP printed-circuit and other manufacturing operations in Loveland, Colorado; Aguadilla, Puerto Rico; and South Queensferry, Scotland.

For example, South Queensferry's waste-treatment facility recently was exceeding the local discharge limits due to design flaws, and management requested Pat's help. "Pat had a fine understanding of the plant requirements and was able to highlight some short-term solutions for our effluent discharges and operating costs," explains Ken King, engineering section supervisor at the HP site in Scotland. "We're making those changes while we correct the long-term design problems."

Adds Laurel Chun, Corporate environmental manager, "Industrial waste-treatment practices are a relatively new

BRUCE ANDERSON

Extra ORDINARY PEOPLE

field and Pat has become a well-established expert for HP. When we conduct environmental health and safety audits, we recommend that divisions contact Pat if they are having wastewater-treatment problems.

"Pat has a personal dedication and enthusiasm for his profession that's infectious," Laurel continues. "He's always happy to talk about sludge any time, any place."

One place where Pat curtails his love of sludge is at home. "My wife, Elaine, understands my commitment and doesn't mind my bringing work home—unless it's chemical waste," he says with a laugh.

Away from work, Pat enjoys bicycle and hiking trips with his family where they can enjoy the great outdoors.

"I'm not your typical bearded environmentalist, although I do have a beard," he grins. "We enjoy the outdoors, but we don't live in the woods."

Living in a typical residential neighborhood near Waltham gives Pat an interesting perspective on the blending of Massachusetts' picturesque, wooded countryside with the influx of high-tech companies along state route 128. Within a few miles of HP's Waltham facility are major companies such as Wang, Raytheon, General Motors and Digital Equipment Corporation. All have potential waste-water treatment problems and concerns.

In 1986, Pat decided to extend his environmental cleanup efforts beyond HP and contacted Massachusetts Bay Community College in Waltham. After surveying local companies to see what types of instruction they needed, he developed and taught a three-course curriculum in elementary and advanced wastewater treatment.

"I used the TQC approach I learned from HP to develop the material," Pat explains. "It's a good method which says if you have a problem, use a systematic process to get to the source of the problem."

Pat continues as a guest lecturer at Mass Bay and is writing a college-level textbook on how to operate a waste-water-treatment system.

Meanwhile, he wages his war against wanton wastewater. New advancements in slogging sludge emphasize removing metals from wastewater, rather than just treating them. The goal, Pat notes, is the somewhat contradictory idea of producing small quantities of "high-quality" sludge.

"In the past three years, there has been a 100 percent increase in the cost of disposing sludge, and chemical-waste landfills are very limited these days," Pat says. "To address this at Waltham, we have reduced our sludge quantities by almost 50 percent and increased the metal content so that the sludge is now sent to a refinery to recover the metals. This has saved us $50,000 a year."

Pat says some day he'd like to see the processes and chemicals that produce waste eliminated. His ultimate goal is to put himself out of a job. Until then he remains the "sultan of sludge."

"When anyone asks my 4-year-old daughter what her daddy does for a living she tells them that I help the environment by cleaning up dirty water," Pat smiles. "That's a pretty nice way to be remembered."

— Jay Coleman

BRUCE ANDERSON

Pat Hunt helped transform Waltham's $1 million wastewater-treatment facility from a dungeon to a showplace which produces "high-quality" sludge.

HP PACs a political wallop in D.C.

JAY COLEMAN

HP attorneys Brent Gardner (far left), Craig Nordlund (third from left) and Sandy Feman (far right) discuss proposed anti-trust laws with California Representative Don Edwards.

It's a cold April afternoon in Washington, D.C., but Ardis Zidan and Mary Dee Beall are greeted warmly at Washington Representative Don Bonker's office in the Cannon Office Building.

Ardis, personnel manager at HP's Vancouver (Washington) Division, and Mary Dee, manager of HP's Political Action Committee (PAC), are part of the PAC committee's first-ever visit to Capitol Hill.

A dozen HP PAC members have come to Washington, D.C., for an up-close look at the American political system. They are scheduled to meet in teams of twos and threes with more than 30 U.S. senators, representatives and congressional staff members in one busy afternoon to establish a working relationship and explain HP's position on a variety of legislative issues.

Ardis has a very direct and personal reason for visiting Representative Bonker's office: she represents an HP division with more than 600 employees (also voters) in his district. One of the division's products—the HP DeskJet printer—uses a technology unlike any other in the world. But the printer includes a component manufactured by the Toshiba Corporation, and the U.S. is considering halting Toshiba imports to the U.S. because the Japanese company sold sensitive technology secrets to Communist countries.

"HP employees in your state depend on our ability to procure worldwide parts to make our products," Ardis tells Representative Bonker's aide. "Toshiba is the key supplier of a component we need to make DeskJet printers. If the U.S. imposes sanctions on Toshiba, it will make it very difficult to meet customer demand for this product."

After 30 minutes with the aide, Ardis and Mary Dee leave for another appointment where they will tell the HP story to another Washington legislator.

"This type of direct, face-to-face contact with our legislators is invaluable," Ardis explains. "They're impressed that we would visit them on their turf, and they appreciate hearing our perspective as they consider how to vote on legislation important to HP."

A similar meeting is happening simultaneously in Oregon Senator Mark Hatfield's office. Two more PAC committee representatives are conferring with Oregon's senior senator.

But before Dan Terpack, general manager of HP's Corvallis (Oregon) Division, and Gary Fazzino, a state government affairs manager, can mention the purpose of their visit, the senator whisks them away on a tour of his office suite and offers high praise of HP.

"We went to his office expecting to spend a few moments with Senator Hatfield's assistant, and left after 40 minutes with the senator himself," Dan says. "That's how important it is to be in Washington, D.C."

Formed in 1985, HP PAC solicits voluntary contributions only from the 900-plus HP senior managers (functional managers and above) in the U.S. Roughly 20 percent of eligible employees have contributed to the PAC, which was formed to support congressional candidates who support the high-tech electronics industry and issues of concern to HP. The issues range from the education tax credit and plant closings to health care, the R&D tax credit and the omnibus trade bill.

PAC committee members, selected by the Executive Committee, represent HP's product, sales and geographic populations. The committee meets two

to four times a year to discuss and approve donations—usually from $250 to $2,000 each—to candidates based on broad criteria, including:

- Voting record on issues important to HP and the high-tech industry;
- The person's leadership position on important congressional committees;
- The number of HP employees and facilities in the candidate's district.
- And the difficulty of the race the candidate faces.

For instance, HP PAC has contributed $500 so far this year to a campaign by Republican Senator John Heinz from Pennsylvania because HP has a factory and several sales offices in the state. Also, the senator has helped the high-tech industry on Senate committees dealing with taxes, trade, health and export controls.

In November 1987, HP PAC contributed $2,000 to Lloyd Bentsen's Senate reelection campaign (before he became the Democratic vice-presidential nominee). Although HP has no manufacturing site in Bentsen's home state of Texas, the senator is chairman of the Senate Finance Committee, and a strong supporter of trade and tax issues of concern to high-technology companies such as HP.

"Serving on the HP Political Action Committee is a unique way to combine my interests in business and politics for the benefit of HP," says John Salyer, region general manager for the Southern Sales Region and 1987-88 HP PAC chairman. "It's also an excellent way to meet HP people from across the country, and learn about the issues that concern them the most."

Rick Olson, production manager for the Printed Circuit Divison in Loveland, Colorado, says the HP PAC's April trip to Washington was as enlightening for a few legislators as it was for the committee members. "It was a surprise to some people that HP is the 12th-largest exporter in the United States," Rick says. "After talking with five Colorado congressional representatives in a two-hour span in April, I think we all understand each other's problems a little better."

HP PAC is part of the company's mosaic of political involvement, which includes the Government Affairs department in Palo Alto, California; a Washington, D.C., office staffed by six HP government-affairs representatives and support personnel; a state political contributions committee; occasional voluntary letter-writing campaigns on issues concerning employees; participation in various industry lobbying groups; and HP executives meeting with political leaders to help them draft legislation.

JAY COLEMAN

HP PAC members Teresa Roche and Dan Terpack vote on a political contribution during the PAC's April meeting in Washington, D.C.

One major strength PACs have is providing a collective voice. As New Jersey Representative Barney Frank candidly explained the situation to HP PAC members during dinner one night in April, "Time is our scarcest resource in Washington. For example, I have a half-million people in my district. If I come to my office and I have 13 telephone messages to return before we're summoned for a roll-call, and I only have time to return four, one of the four probably will be to a PAC because it represents so many people.

"A PAC gets you access . . . an ear to your point of view. Then it's up to the PAC to present your position clearly. That doesn't necessarily mean I'm going to agree with you and vote that way, but I will hear your opinion."

Constituent relationships work both ways, of course. It's not unusual for U.S. senators and representatives to visit HP facilities to meet with decision-makers and learn more about high-technology advancements. Not surprisingly, plant visits seem to increase during election years—such as 1988.

"There are 25,000 people on Capitol Hill when Congress is in session, but only 435 voting legislators," explains HP PAC Manager Mary Dee Beall, "so it's important to forge relationships with key legislators and their aides to help ensure that HP's position on major issues is represented.

"We don't just go to them. A lot of times congressional legislators and their assistants will look to companies, including HP, when they're writing a bill to get a better understanding on complex issues."

In April, for example, HP President and CEO John Young and members of HP's Government Affairs team met with House and Senate leaders to recommend wording on pending trade legislation.

"With half of HP's business outside the United States and with HP companies in more than 40 countries, trade issues are at the top of our agenda," John said. "The right to market access is not a given, so it's important that congressional and administrative leadership hear directly about our operating experience and get our recommendation for improvements."

One electronics industry lobbyist compares HP's presence on Capitol Hill to a cult movie. "Everybody who has seen HP likes what they've seen," he explains, "but not that many people have seen it."

The HP Political Action Committee intends to change all of that.

—Jay Coleman

DOREEN WYNJA

McMinnville Division General Manager Ken Patton (far left) shows Oregon Senator Bob Packwood (center) a robotic manufacturing application during the senator's February visit.

1987-88 HP Political Action Committee

Corporate/Labs

Tom Uhlman
Director, Corporate Development
Palo Alto, California

Brent Gardner
Assistant general counsel
Boise, Idaho

Government Affairs

Bob Kirkwood
Director
Government Affairs
Palo Alto, California

Marketing/International

Bob Olson
Operations manager
Support Materials Roseville
Rocklin, California

John Salyer
Region general manager
Southern Sales Region
Atlanta, Georgia

Measurement Systems

Jim Barton
General manager
New Jersey Division
Rockaway, New Jersey

Bob Hungate
Washington representative
Medical Products Group
Rosslyn, Maryland

Systems Technology

Ardis Zidan
Personnel manager
Vancouver Division
Vancouver, Washington

Rick Olson
Production manager
Printed Circuit Division
Loveland, Colorado

Technical Systems

Jim Burns
Manager
Surface Mount Technology
Palo Alto, California

Dave Richey
Marketing manager
Logic Systems Division
Colorado Springs, Colorado

Business Systems

Teresa Roche
Personnel manager
Manufacturing Productivity Division
Santa Clara, California

Dan Terpack
General manager
Corvallis Division
Corvallis, Oregon

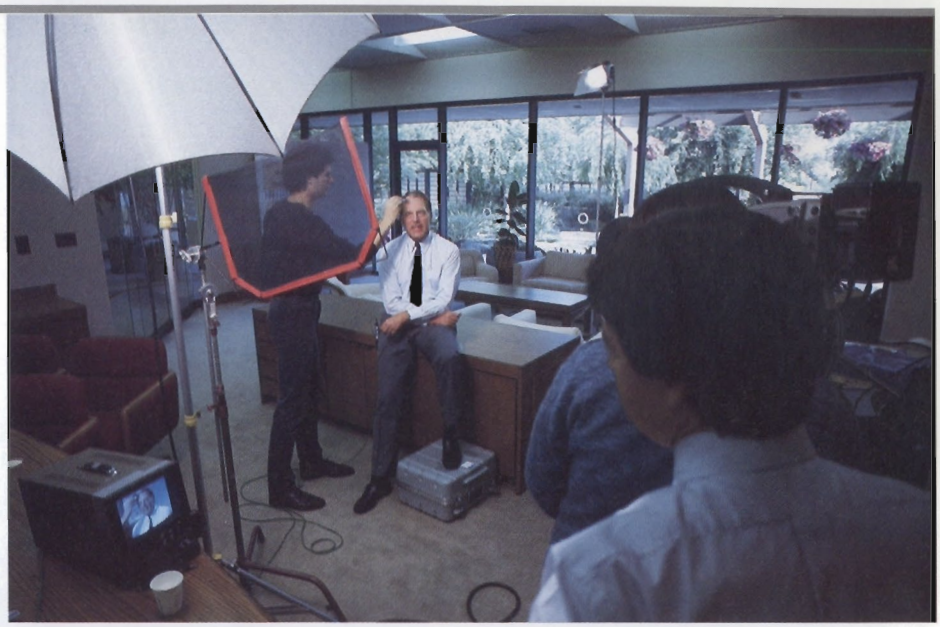
HP PAC facts

What is the HP PAC's track record? Mary Dee Beall, HP PAC manager, passes along this report on 1985-86 contributions—the year of the most recent congressional elections and the PAC's first election cycle:

- 175 HP managers contributed an average of $191.50 each; median contribution was $125; the range of contribution was $10 to $5,000.
- Contributions came overwhelmingly from California (122) and the East Coast (49), followed by Colorado/Utah (19) and the Northwest (11).
- In Senate races, HP PAC supported eight incumbents, three challengers and three candidates for open seats; half represent states with HP sites.
- 32 of the 38 House candidates supported by HP PAC were incumbents; 29 represent HP employees.
- HP PAC backed 37 winners and one loser in House races.
- HP PAC supported 17 Republican and 21 Democratic candidates for the House.

LETTER FROM JOHN YOUNG

HP's president gives a status report on the organization's ongoing strategic issues.



MATT WATSON

"Lights ... camera ... action" were the instructions recently as John Young appeared in a filming session at Corporate headquarters for an upcoming videotape about HP Labs.

As HP moves into the last quarter of its fiscal year, planning begins for the year ahead. That makes it a good time for me to share with you my annual list of strategic issues. You'll note that most of them sound very similar to those listed last year. That's because these efforts really span several years. Rather than eliminating them from our list, we continue to pursue them—despite good progress over this past year.

Evolve worldwide business strategies that reflect an imaginative understanding of users' needs and a realistic assessment of HP's resources and the competitive and growth environments. Over the past year, we've made a lot of progress in improving our business-planning methods. We've seen increased use of the "10-step" planning process, and our growing expertise has led to better business plans and, more importantly, better results. I think that the Electronic Instruments and Peripherals groups, as well as Corporate Administration, have done particularly good jobs in this area.

Create the best processes across functions to translate new ideas into successful products. Make these efforts pay off in half the time it currently takes. There's a growing consensus that "break-even time" or "BET" is the best way of measuring our progress toward this goal. "BET" measures the amount of time it takes to reach the point when the positive cash flow from products that have been transferred to manufacturing equals the amount spent during the product-development phase. The widespread support for the concept of "BET" stems from the fact that it measures the whole product-development process—including the roles of R&D, marketing and manufacturing. Because of the breadth and complexity of this process, we have to develop the information systems to collect and aggregate the data to quantify break-even time. This is a program that Lloyd Taylor, Marv Patterson and Hal Edmondson's teams are working on, along with the R&D productivity managers and a number of other people. In the meantime, we don't need to wait for all this structure to get started. Many divisions are making good progress in implementing R&D tools, using the Colossus data base of preferred parts and, in general, getting the pieces of the overall process in place. If you're interested in more information on "BET," Corporate Engineering has available an article and a "return picture resource kit."

Make a measurable gain in position in the computer business. Over the past several months, we've seen the completion of what I call Phase I of our computer business. We've emerged as a leader in system price/performance with HP Precision Architecture, introducing an unheard of 18 computers in 18 months. Our early adoption of industry-standard networking has made us a leader in multivendor connectivity. Our new line of personal computers has been well accepted, and sales of peripherals are very strong. In short, there's a lot going on in HP's computer program. The industry is moving rapidly, and so are we. That's why we decided to have Dean Morton focus his management attention on directing and integrating our many computer-related activities. We see significant growth potential, and we intend to translate our product strength into measurable gains in market position.

Reassert HP's worldwide leadership in the changing instrument market. This has been a year of real accomplishment for the Electronic Instruments Group. They've really moved ahead with some hot new products that are reigniting our ability to compete. Successes in digital oscilloscopes and logic analyzers once again prove the old adage that product contributions really earn their way in the market. At the same time we've enjoyed these successes, however, we face other challenges. The likelihood of slower growth in defense spending—both in the U.S. and other countries—has a real impact on some of our instrument product lines. We need to look for new markets, such as communications, where we can make a contribution. For example, at the recent Enterprise Networking Event in Baltimore, where I gave the keynote address, HP instruments were used to help configure, monitor and control the OSI networks demonstrated there. I doubt they could have put the show together without the use of HP test equipment.

Recognizing the differences among various businesses and markets, achieve appropriate profit contribution from every business. This is another way of saying that it's important to have all parts of the business competing in their marketplaces in an effective way. We have higher quality earnings when all parts of the organization are contributing. We've made

some progress this past year, with a slightly better total profit margin. But we've still work left to do. We've made large investments in the systems area, and we need growth in shipments to make these expense levels pay off.

Make customer satisfaction a competitive advantage. This is really a timeless issue because I suspect we'll never reach the point where there's nothing left to do. I think Mike Leavell and his team deserve a lot of credit for the leadership they've provided in enhancing our position in customer satisfaction, and I'd like to see us better leverage that strength in our external marketing efforts. And while we can be proud of our good record in satisfying customers, we shouldn't take it for granted. This year we've completed our first worldwide customer-satisfaction survey. Overall, the news was good. Fully 60 percent of HP customers describe themselves as "highly satisfied," and we've made dramatic improvements in credit and invoicing, as well as sales information and literature. The survey also showed where we're not as strong as we should be in some areas our customers consider very important. Dick Alberding has just done a videotape on this subject, and I hope you'll view it.

Integrate Total Quality Control into all business activities, and establish a new baseline for the decade of the 1990s. TQC is one of the important skills we've been acquiring over this past decade. We need to continue learning how to apply this methodology to all of our activities. A lot of progress has been made in hardware quality, and we're coming up soon on our goal of achieving a 10-fold improvement in quality by the end of this decade. But we're not finished yet. Progress has been unevenly distributed among different groups and divisions, and we need a special effort toward meeting the goal as we exit the decade. The all-important software 10X challenge is in mid-course and has enormous benefits for our company. We also need to evaluate where we really stand on TQC and its impact on our business results. That's why I've asked the quality department to have an entity-based quality review over the course of the next 18 months. We need to assess which best practices are really making a difference in our overall performance, and make sure we have clear goals in place for the years ahead.

Nurture the commitment, satisfaction and growth of our people, with special attention to managing the diversity of our work force. One of our goals this year was to make sure that HP people were recognized for their achievements. Without a doubt, we've done a better job in this area. There's been some kind of event at every division review I've attended, and I think they've been well received. As an example, in July, I was in Boise helping them celebrate the the one-millionth LaserJet. I had the chance to thank all the employees there, and I hope they enjoyed themselves as much as I did. We've grown so big and become so busy that it's easy to forget to pause for a moment to celebrate our successes. Sometimes a beer bust may be in order; other times, just a simple note of thanks may suffice. Recognition can take many forms, and I want us to keep exploring ways to show people just how central their contributions are to HP's progress. During the upcoming year, we'll also be making special efforts to recognize and manage the diversity of HP's work force. As HP has expanded around the world, our work force has grown to include different races, ethnic backgrounds, nationalities, age groups, genders and physical capabilities. The diversity of HP's population is a real plus. It makes us more responsive to the needs of our similarly diverse customer base, and we benefit from innovation that results when people share differing experiences and perspectives. Next year we'll introduce a new training class that should help us hone our skills in managing the diversity of our work force and take full advantage of the opportunities it represents.

Make sure HP develops the required technical skills and management capabilities to compete effectively in the 1990s. I don't have a lot of news to report here. We continue to hone our skills in TQC and business planning, and we're still learning to manage across functional and organizational boundaries in our complex systems businesses. We've developed one new skill I didn't mention last year, and that is the ability to manage multiple channels of distribution. I think that's a growing part of both satisfying customer needs and tapping new markets. If there were just one technical skill I'd like to see emphasized, it would be that of writing high-performance, defect-free software in a timely way.

Simplify and streamline our organizations and management approaches wherever possible. I don't think the HP organization is much more streamlined than it was a year ago, but there's been some progress. We've made good headway in the Circuit Technology Group and the Computer Manufacturing Division. With Dean Morton's new role in heading up our computer business activities, I expect we will see some simplification in this area, too. However, it's important to keep in mind that our business is complex and fast-moving, and the sheer size of our company means that we'll never achieve "the perfect" organizational structure.

I think we can be proud of what we've accomplished in fiscal year 1988. But there's never room for complacency, and that's why there's such stability in the strategic issues I identify each year. We must continue our efforts in all of the areas I've just identified, and I appreciate your efforts to make us the very best that we can be.

YOUR TURN

Measure readers share their views on matters of importance to employees.

The price is (almost) right

I enjoyed "Making sure the price is right" in the May-June issue. It covers the local currency pricing issue in a clear and concise manner.

But U.S. pricing is a bit more complicated than you stated. U.S. list price, not factory base price (FBP), is quoted by a U.S. sales rep to a customer. List price includes the FBP plus several other factors such as local delivery and factory surcharges. Because most products sold in the U.S. are also manufactured in the U.S., delivery cost is the most frequent addition to the FBP. As the article correctly states, international pricing is many times more complicated.

Though I am not responsible for price-setting, valuation or freight bundling here, I am interested in how these structures interact with our international and domestic trade mechanisms. Thanks for the article.

RAY TANNER
Corvallis, Oregon

An Olympic memory

Your HP Olympians article in the July-August issue of *Measure* brought back a special memory for me.

When I was just a skinny 17-year-old high-school student starting my senior year, we had among us a young girl who was very special to most of her high-school classmates. She was the winner of an Olympic gold medal.

When she came back to school in that triumphant year, we all celebrated and honored her. The center courtyard of the school building featured a large rock, 10 feet tall. It was usually painted blue with a large Olde English "C" (for Churchill High School) on one side. But for that year, the "C" was replaced by a gold circle with the five Olympic rings painted on it. During that year, the rock seemed to get by with almost none of the usual vandalism that students of other rival high schools in town usually did to it in other years.

We had a special pep rally for her, and she brought the medal with her to school for the rally. While she had it there, I got a chance to see it up close. It is the only time in my life that I have ever seen a real live Olympic medal while it was being held by its owner. I have always remembered it as a very special moment in my life.

ANTHONY ANJO

Margaret Bailes

I was always a little disappointed when she just sort of disappeared from everything after it was over. But, thanks to your article in *Measure*, there is a little happier followup to my memory, because that young girl of then is now working for HP. Her name back then was Margaret Johnson Bailes.

DAN SHERMAN
San Bruno, California

Soaring praise for HP aviation

I appreciate the article on HP aviation (May-June 1988) because it let us know all the people who are behind this fantastic service.

Though smaller than some other corporation airlines, HP's aviation department has greater utility and provides more benefits to employees and the company.

I knew about this benefit, but I felt it more when a fellow member from my division was a passenger. It's satisfying to know that we count on this service within HP.

FERNANDO ARTEAGA
Guadalajara, Mexico

Opportunities for retirees

In your May-June issue, I noted two articles of interest: "Balancing programs" and "More help on the way for disabled people." These are two good articles which rate high marks.

But what about HP retirees? Is there or will there be a program for retirees who want to work part time or job share full time again?

CHARLES WIECK
Loveland, Colorado

On November 1, HP will introduce a new program called "flex force," which includes two new temporary employment categories. Flex force is for people who don't want regular, on-going employment, including HP retirees. Check with your local HP personnel office for details.—Ed.

Please send mail

Do you have comments about something you've read in *Measure*? Send us your thoughts. We want to share them with more than 83,000 other employees.

If your letter is selected for publication, you'll receive a *Measure* T-shirt. Be sure to send us a return mailing address and indicate your T-shirt size—unisex small, medium, large or X-large.

Address letters via company mail to Editor, *Measure*, Public Relations Department, Building 20BR, Palo Alto. Via regular postal service, the address is *Measure*, Hewlett-Packard Company 20BR, PO Box 10301, Palo Alto, CA 94303-0890 USA. Try to limit your letter to 150 words. We reserve the right to edit letters. Please sign your name and give your location. Names will be withheld on request.

Extra MEASURE

HP takes to the skies

In late May, 15 HP employees from France, Switzerland and Germany gathered in Cannes, France, to take part in the first HP European air rally.

Not even the rain that fell on the three-day event could dampen the enthusiasm of these HP employees. They were determined to enjoy a sport that has been a long-time favorite of the French.

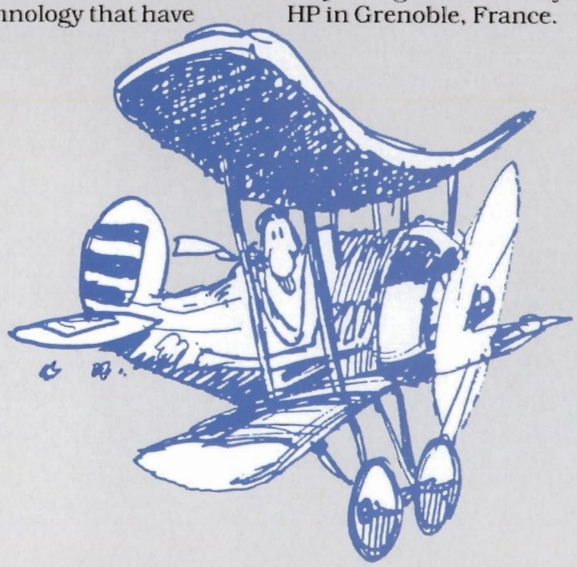
Both seasoned and novice HP pilots demonstrated their flying styles, competing for prizes in categories ranging from "the most acrobatic flying" to the "most charming pilots."

Nearly 50 spectators, decked in HP attire, cheered on the pilots.

The event commemorated the centennial of the first flight from France to North Africa by the French pilot Roland Garros.

The rally also celebrated advancements in aeronautical technology that have been made by HP France.

"The enthusiasm of this event was outstanding—a real team spirit," said Ghislaine Vinot, who helped organize the rally for HP in Grenoble, France.



On time with HP

When the Swiss National Bureau of Standards wanted to show the most recent advancement in time-measurement technology, it selected HP's 5528A laser measurement system.

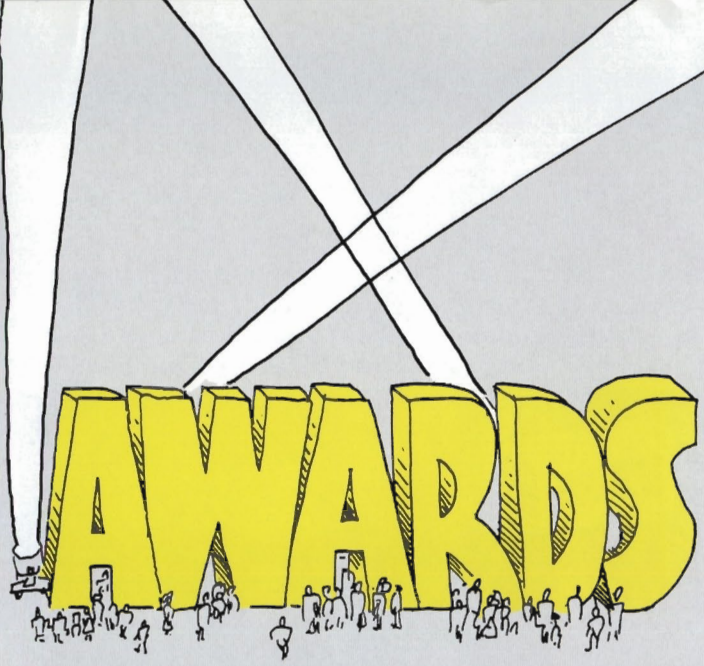
The system is part of a traveling exhibition to celebrate the evolution of time measurement.

From June to August, engineers, scientists, customers and the general public flocked to the International Museum of Horology in La Chaux de Fonds, Switzerland, to get a hands-on idea of how the laser operates. The city is the birthplace of the two-century-old watch industry.

The display spotlights the contributions of Dr. Charles Guillaume, a physicist who worked more than 50 years at the International Bureau of Weights and Measures. He received the Nobel Prize for his contributions to metrology, the science of measurement.

The exhibition is paying special homage to Guillaume by stopping in his birthplace of Fleurier, Switzerland, in September. The display then makes its way to a third Swiss city, Neuchatel, before moving on to France in January.

An expected 40,000 spectators will witness this celebration of time by the exhibition's end in 1989.



Splendid vendor

HP recently received honors from two prestigious companies.

GTE Telephone Operations pinned HP with a Performance Excellence Award. Only four of GTE's 50 main suppliers received the award. Each year GTE purchases more than $20 million of HP electronic test equipment.

GTE's President James L. Broadhead says that one way his company strives to achieve excellence is "to demand it of the companies that we do business with."

Hughes Aircraft echoed GTE's appraisal of HP, also awarding HP a Performance Excellence Award. Hughes chose HP and three other companies from a pool of 3,000 vendors.

The awards are a result of programs set up by each company to honor outstanding suppliers.

Tracking loose moose

What connection does HP have with the moose, caribou, polar bears and other wild mammals that roam Canada's Northwest Territories?

Biologists are using HP Vectra personal computers to keep a closer watch on wildlife in the Arctic, rather than tracking the animals on foot.

Initially, biologists tag the animals with special collars that emit radio waves. A polar-orbiting satellite picks up the waves and relays the information to the Vectra PCs in Toulouse, France.

"We dial up the computer in France, key in our password and entry parameters, and it tells us where the animals are located in latitude and longitude," says Gordon Stenhouse, a wildlife biologist with Canada's Department of Renewable Resources.

One exception to the tracking project is the adult male polar bear. His cone-shaped head is too big for the collar.

CHART CHANGES

At the top of the organization chart, President and CEO **John Young** and Executive Vice President and COO **Dean Morton** have rebalanced their responsibilities to permit Morton to focus primarily on the company's computer business, now nearly two-thirds of HP's revenue.

The Technical Systems, Business Systems and Systems Technology sectors continue to report to Morton, who will be responsible for day-to-day computer activities as well as long-term systems planning and marketing. The Marketing and International Sector also continues to report to Morton as COO. The Measurement Systems Sector and Corporate personnel, development and quality departments will now report to Young.

NEW HATS

Ned Barnholt, general manager of the Electronic Instruments Group, has been elected vice president.

In Intercontinental Operations, **George Cobbe** to GM of the Canadian Region when **Malcolm Gissing** retires in November. **Dick Warmington** to GM for Samsung-Hewlett-Packard Co. Ltd. in Korea, with YHP's **Masao Terazawa** replacing him as Intercon marketing manager. **Airton Gimenes** to country GM in Venezuela.

Mike Naggiar to GM, Direct Marketing Division.

GETTING TOGETHER

HP joined seven other major international computer and telecom vendors and service providers to form a new OSI Network Management Forum to accelerate introduction of network-management products and services which work together.

Telecom Australia, a government-owned enterprise that markets and services telecommunications products in that country, and HP Australia have formed a new joint venture company, Telecom Hewlett-Packard Pty. Ltd., to sell and service HP's commercial computers in Australia.

HP has signed an agreement with Octel Communications to acquire a 10 percent equity interest in the Milpitas, California, firm. HP will become the exclusive distributor of Octel voice-processing products in Europe.

WORTH NOTING

HP board chairman **David Packard** received the National Medal of Technology from President Ronald Reagan in a White House ceremony July 15. ... The COLOS project of HP and six European universities to teach the concepts of physics through computer graphics has been accepted by the European Community for funding by its education-focused COMETT program.

HP author takes his shot at fame

With the intriguing title of *The Day the Cisco Kid Shot John Wayne*, Nash Candelaria's fourth published book of fiction examines the problems confronting Hispanic-Americans today as they abandon their ethnic tradition and embrace American culture.

The title story in this collection is from Nash's childhood, where he first encountered the division between American and Hispanic culture. "I was the 'Anglo' that the other kids would chase home," explains Nash, an HP technical writer for the Scientific Instruments Division in Palo Alto, California, describing his early schooling in Albuquerque, New Mexico.

The stories, in their humorous and witty manner, focus on the friction between generations of Hispanics and the "rough edges" between American and Hispanic culture.

JAY COLEMAN

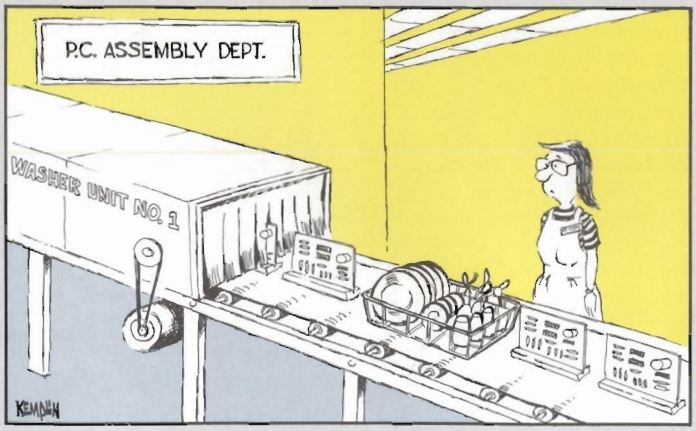
Nash Candelaria

Nash describes himself as an "outsider" of Hispanic culture. He has the dark skin of his Mexican ancestors, yet he grew up mostly in California where his language and customs have always been mainstream American.

But Nash still considers his Hispanic heritage important.

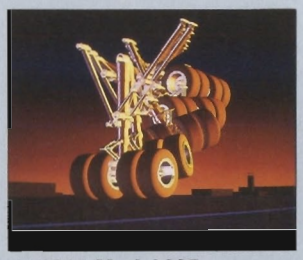
"You lose sight of the fact that you carry your ethnic history inside you," he says.

"As I got older, I began to appreciate my ancestry and its language more, and to write about it."



NEW PRODUCTS

Three new HP 9000 workstation introductions from the Technical Computer Group: the Model 835 animation superworkstation, believed to be the first general-purpose superworkstation that can animate still images to show motion; the powerful Model 360, based on Motorola's new state-of-the-art MC68030 microprocessor;



HP 9000/Model 835 animation.

and the Model 319SRX, a solids-rendering graphics workstation (based on Motorola's MC68020 chip) that is the fastest and most interactive workstation in its class.

New CD ROM-based offerings from the Application Support Division include HP LaserRETRIEVE (a software package for publishing and accessing information on CD ROMs) and a new version of HP LaserROM electronic searching and information-retrieval service for the UNIX-system marketplace.

HP Real-Time Database, from the Industrial Applications Center, is a database-management product with a generic and flexible set of software routines. It's up to 1,000 times as fast as current data-management subsystems.

The Electronic Design Division now has a Japanese Kanji version of the design-capture portion of the HP Electronic Design System, a circuit-design and engineering-documentation package.

Santa Clara Division's HP 5364A microwave mixer/detector extends the frequency range of the HP 5371A frequency and time-interval analyzer to 18 Ghz... Incorrectly credited to the Santa Clara Division in the last issue: the HP 4284A LCR meter, which is a YHP product.

The Loveland Instrument Division has introduced a C-size VXIbus mainframe and set of VXIbus development tools to speed up circuitry design of instruments-on-a-card, using the open architecture for modular instruments. ... Newest products in the Logic Systems Division's HP 64700 series emulators/analyzers are microprocessor development tools for the TMS32020 and TMS320C25 digital signal processors from Texas Instruments and the Intel 80C196-KA microcontroller.

Computer Peripherals Bristol Division has a new HP 9145A 1/4-inch tape drive with twice the transfer speed and cartridge capacity of its predecessors. ... Also from the U.K.: the Office Productivity Division's HP AdvanceMail II, a software program that eliminates the need for either a direct connection to the HP 3000 or connection to it via HP AdvanceLink.

PARTING SHOT

It's a stickup

Tim Grolle and his wife, Lucy, have stumbled on a part-time business which is attracting a lot of attention.

Their business is called Say It With Magnets, and their products are credit-card-thin, 1-inch by 2-inch magnets to advertise a variety of products, services and causes.

It all began last January when Lucy's pediatrician asked her if she knew the telephone number for the local poison-control center. Lucy didn't and figured many other parents don't either.

The couple kicked around the idea for magnetic messages until 2 a.m., and the idea—like the magnets—stuck.

"Our main target market includes emergency services, such as poison-control centers, hospitals and the 911 emergency telephone number," says Tim, a product marketing manager in HP's Industrial Applications Center in Cupertino, California. "Due to the U.S. drought, we're also approaching water companies with a message like, 'Water is life; use it wisely.' "

"This isn't just a 'pet-rock' product," says Tim. "It has the potential to help save lives."

In the first six months, Tim and Lucy sold 20,000 magnets to poison-control centers in Kansas and Texas, and smaller orders to a variety of businesses, including a carpet retailer, stationery store and employment agency. Prices begin at 13 cents each for a minimum order of 2,500.

Most of the magnets end up on office furniture and refrigerator doors, the couple presumes. Because there are 100 million refrigerators in the U.S. alone, and people open the doors an average five times a day, there's a great potential for visibility for their product.

And at pennies per magnet, the Grolles think their product is a steal, as well as a stickup.

LARRY BRAZIL

Lucy and Tim Grolle hope their part-time business—advertising magnets—will stick around for a while. So far, it's attracting a lot of attention.

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