

MEASURE

How safe
are you
at work?



Mother Nature paid a visit to our neighborhood the other day and showed us all the true meaning of power.

Winds gusted to 50 miles per hour, pulled down power lines and knocked out the power to our home. For several minutes, we had no functioning computer, printer, fax, TV or radio.

We felt powerless.

That seems to happen a lot these days. Not power outages of the electrical variety, but personal power shortages. In an age when we're supposed to be "empowered," many of us are feeling like we have little power—or control—at all.

There was a time not so long ago when we thought we had some control over our lives. We went to school, got a degree, some of us got married, had children and bought homes. We were in charge of our careers, our families, perhaps even our finances.

We had power.

Then something changed, probably while we were wearing our "power ties" at our "power lunches." The business shifted dramatically and suddenly our knowledge wasn't sufficient for our career. It was like a power surge wiped out all the data from our brain files.

Families began to disintegrate. They became separated philosophically and geographically. Some of us felt like the "Power Rangers"—the kids' TV show—had more control over our children than we did.

At the same time the economy began a roller coaster ride and we were strapped in to the front seat. Our money didn't seem to have the purchasing power it once had.

Before long, folks who earlier chanted "Power to the people" now felt entrapped by "the powers that be." It's as though someone had power-of-attorney and made all of the decisions for us.

Today, even when the power comes back on, as it quickly did at my home recently, we often feel like our personal digital clocks are flashing 12:00, 12:00, 12:00 and we can't seem to reprogram ourselves.

As regular *MEASURE* readers know, reprogramming ourselves is exactly what faces many of us today. You know that taking charge of our careers means that each of us needs to assess where we are today and decide what we need to do to ensure that our skills are sufficient to determine our next job at HP. This could mean more training, switching to a different department, moving to a new city or doing our jobs in an entirely different way.

It may seem like we're losing more power when, in fact, it means regaining the power we think we've lost. We can't control the business storms that assault us any more than we can control Mother Nature. But we can pay attention to the forecasts. Each time we see the storm clouds roll in, we can be more prepared and resilient to the changes they bring.

The storm that hit our house the other day knocked out our power over and over again. By the third time I had reprogrammed the clocks, it was no big deal.

I had power.

—Jay Coleman



On the cover: We seem to read and hear more about workplace violence every day. Can you see it coming—and what can you do about it? See the story that begins on page 8. Illustration by Pete McDonnell.

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A quest to be the best

By Jay Coleman

Hundreds of people join in a grassroots effort to make HP Labs the World's Best Industrial Research Lab.

In February 1993, HP Senior Vice President and HP Labs Director Joel Birnbaum made two surprising announcements to Labs employees:

- “I want HP Labs to try to become the World’s Best Industrial Research Laboratory in the next five years.
- “I’d like all of you to define what ‘best’ means to you.”

For Joel, WBIRL (pronounced “Wibble”) was a challenge to all Labs employees to get involved.

“If Joel had defined ‘best,’ we might have created a plan to get there,” says Barbara Waugh, whom Joel named to head the WBIRL project. “Instead,” Barbara says, “he challenged each of us to figure it out for ourselves and with each other. That’s when the creativity bloomed.”

How did the 1,200 Labs employees in Palo Alto, California; Bristol, England; and Tokyo, Japan, respond?

First, with 800 pages of single-spaced comments as part of the HP Employee Survey, which occurred a week after Joel’s challenge. Next, 21 employee-project and four top-management groups each began work on its issues, and the WBIRL quest was on.

“We know what isn’t working,” Barbara says. “WBIRL is first about becoming *our* best—not *the* best. The best company doesn’t exist—yet. But we’ll see.”

And “we” means all Labs employees, Barbara adds.

For example, both the 1993 and ’95 HP Employee Surveys showed that MTSs—members of the technical staff, or scientists and engineers—wanted to have more influence on the HP Labs research agenda. So Labs’ Palo Alto Operations Council recently awarded Long Yang, an MTS, a WBIRL grant worth nearly a quarter of a million dollars—\$120,000 each in

1995 and '96—for funding 12 grassroots, basic research projects. Each Labs center matched the WBIRL grant from its own funds, so \$240,000 was earmarked both years. A volunteer panel of senior MTSs selected the projects.

The grants range from the nearly impossible to comprehend, such as “Quantum limit of jitter in mode-locked lasers,” to the more manageable “Digital dance and choreography” (see story below).

So what does Labs have to show for itself two years into the five-year WBIRL effort?

“We’ve definitely made progress,” Joel says, “but we have a long road of continual improvement to travel. In the first two years we concentrated on improving *how* we do things and made several significant changes. Now we need to focus on improving *what* we do—the research agenda.

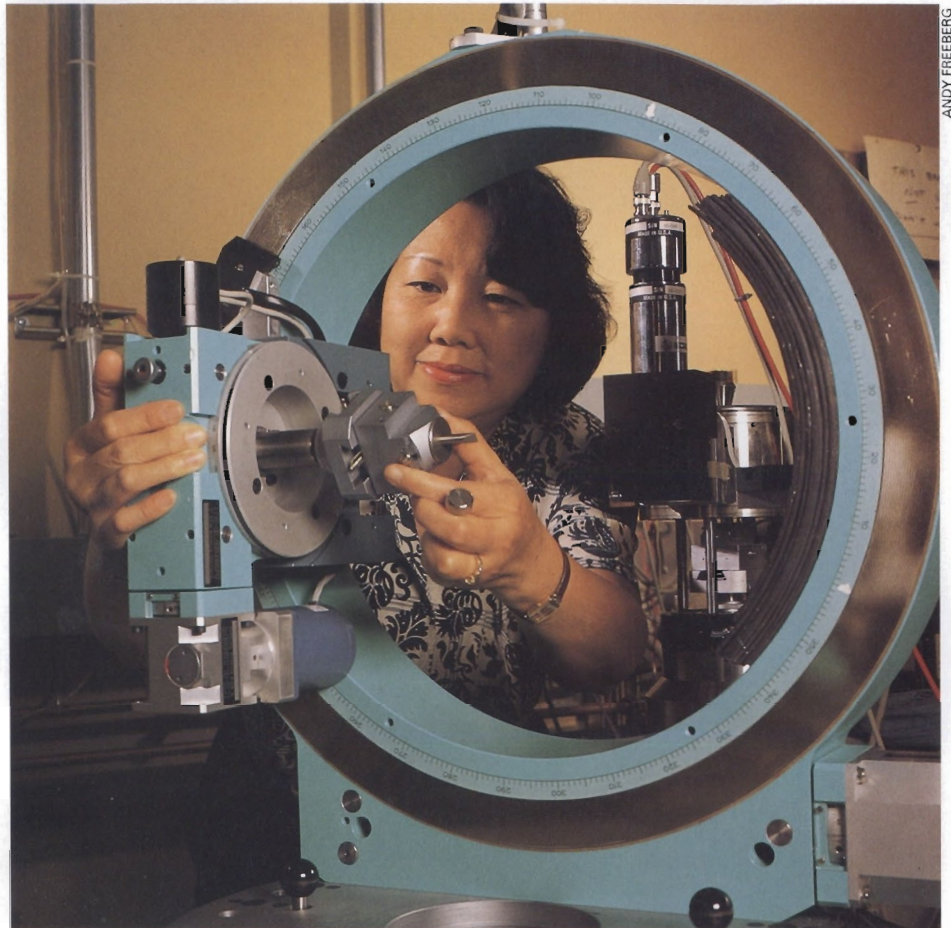
“We must have the courage to attack the hardest problems, to have the discipline to abandon those that are less significant and to establish an environment that promotes managed risk-taking, and which doesn’t punish failure if best efforts have been expended.”

MEASURE chose five examples of HP Labs’ quest to be the best:

Conquering a mountain

If any one team typifies the grassroots effort behind WBIRL, it’s the one headed by a team of relentless HP Labs administrative assistants and a liaison from the Labs’ Research Computing Services.

The Streamline subcommittee attacked a paperwork mountain, reducing the 13 forms it took to get a new employee or visiting scientist set up on a Labs computer to one two-sided form.



ANDY FREEBERG

Elaine Poon, a technician in the materials characterization group, adjusts an X-ray diffractometer. Elaine is one of hundreds of HP Labs employees involved in WBIRL projects.

The 13 forms were part of the fallout of the information explosion from 1988 to 1993. Each form probably made some sense when it was introduced, but a lot of information—name, organization, employee number, signature, etc.—was being copied 13 times.

“Our committee worked with the ‘owners’ of each form and said, ‘Look how similar your form is to these other forms,’ ” says Deborah Sanford-Di Salvo. “We had visiting scientists here for only two weeks who needed computer access immediately, and the paperwork took several days. The

‘owners’ were supportive and worked with us toward our goal.

“The administrative assistants identified the problem and proposed a solution,” Deborah adds. “This was a productivity issue that we felt had to be addressed. WBIRL provided a platform on which we could operate.”

Dancing to a new step

How do technical breakthroughs happen? For Nalini Venkatasubramanian, it was all a matter of a love of Indian dance, an expertise in video and multimedia systems and a chance hallway conversation.

A quest

Nalini, a four-year Labs employee, had been studying dance from her native India for several years. She's also a specialist in video and multimedia systems and a Ph.D. candidate at Stanford University.

Last spring, she bumped into a friend in the HP Labs hallway. "Why don't you apply for a WBIRL grant and combine your interest in video and multimedia with your Indian dance studies?" the friend asked.

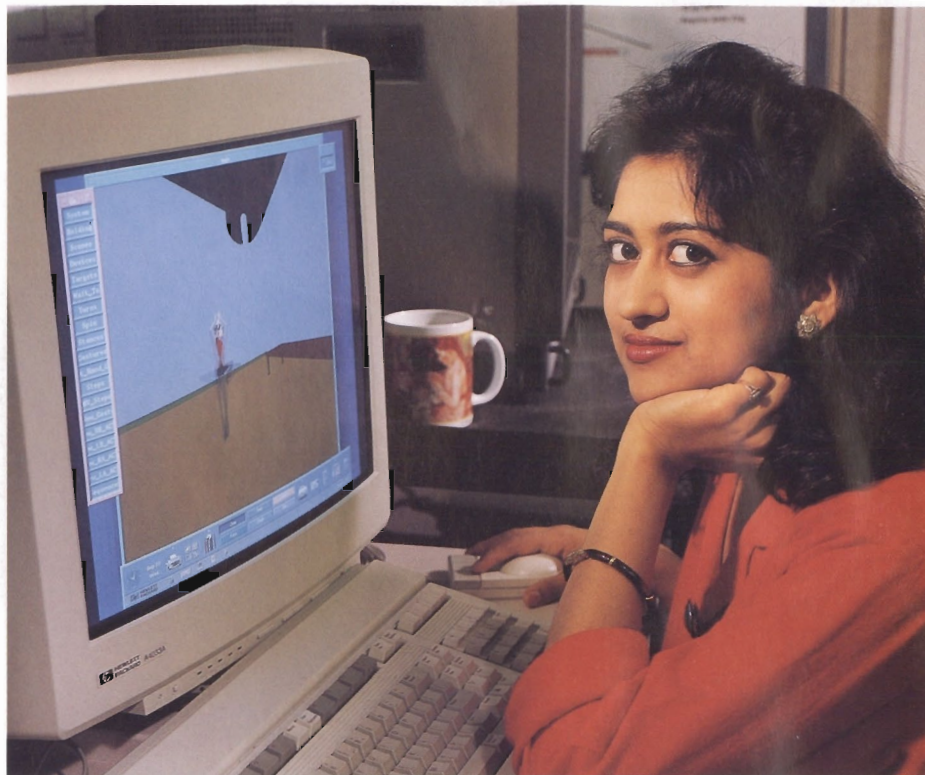
Nalini agreed enthusiastically, quickly submitted her proposal on "Digital dance and choreography" and it was accepted as one of six grass-roots research grants—from the 18 proposals received—each with \$20,000 in funding for the summer of 1995.

The purpose of the basic research project was to contribute to the fundamental understanding in a few technical areas of long-term importance to HP. Labs employees could supervise university students, who would conduct the research using Labs' most advanced equipment.

Nalini searched the World Wide Web exhaustively before finding New York University Ph.D. candidate Mehmet Karaul, whose studies centered on interactive, three-dimensional, computer-generated "actors" that could run in parallel on a large number of computers.

Mehmet's work at NYU was done only on Silicon Graphics' (SGI) hardware, so the first step was to port the files to an HP 9000 Series 735 graphics workstation.

"Anyone with a workstation can create motion and make figures move," Nalini says, "but to our knowledge, no one has been able to synchronize multiple characters in real time on a distributed system. And we only had two months to investigate this project."



Nalini Venkatasubramanian combined her interests in Indian dance and multimedia systems to oversee an HP Labs basic research project on "Digital dance and choreography."

Mehmet worked feverishly on the more powerful HP system while Nalini—the artist and scientist—added the "grace component" to correct for jerky movements.

In September, Nalini and Mehmet presented their research findings to an appreciative HP Labs audience.

"This has some potentially exciting business applications, especially for digital multimedia studios," Nalini says. "Mehmet and I are writing a paper to submit to the multimedia community."

"Is this a breakthrough in technology? That's hard to say. But it is a new way of creating interactive multimedia. We contributed a new step."

Always room to improve

To find out just how well HP Labs compares with other organizations when it comes to key management processes, a team of senior Labs employees conducted benchmark sessions with leading research labs.

And a funny thing happened.

"Every time we came back, we felt better about the contributions HP Labs makes to the company," says Andrew Liu, Resource Allocation Process (RAP) leader and Labs controller. "We're a responsible but independent entity and that sets us apart from the organizations with which we benchmarked."

Still, the RAP team proposed 21 recommendations for Joel Birnbaum and Labs' senior staff, and all 21 were adopted. The recommendations fell into seven categories, such as guiding principles, setting strategic direction and organizational flexibility.

"The key to every recommendation is to look at HP Labs as a whole, not individual interests," Andrew says. "The impact that Labs already has on HP is quite impressive, but clearly there are several areas where we can improve to have an even greater impact."

"If HP only knew..."

A few years ago, an outside consultant studied HP extensively, then

summarized the company's biggest obstacle: "If HP only knew what HP knows, it would be an unbelievably successful company."

Translation: HP has an immense amount of expertise in countless areas, but its size and complexity prevent it from sharing its collective knowledge efficiently.

That's exactly the gap that Steve Laderman suggested Labs help to close when he proposed a World's Best Industrial Research home page on the World Wide Web.

Steve, an 11-year Labs employee and project manager in the Solid State Technology Lab, has the advantage of perspective. His materials characterization group has contributed to a wide range of HP products, including light-emitting diodes (LEDs), microwave components, magnetic materials for disks, integrated circuits and analytical products.

"We have some capabilities that exist only in HP Labs, such as the transmission electron microscope," Steve says. "Our group's success is due to cross-organizational collaborations; that's how we prosper."

What better way to share information than to use the tools that virtually every Labs researcher has—a networked computer and Netscape, the World Wide Web browser?

Steve's proposal is to use the Web tools to create a framework for distributing, storing and reviewing information such as project plans, experimental results and discussions.

For the next year, a contractor will research all the information sources and the database, and create the home page so that division customers and researchers throughout HP Labs can share information easily and in real-time.



ANDY FREEBERG

People from 25 employee and management teams, including (from left) Barbara Waugh, Laurie Mittelstadt, Eugenie Prime and Ian Osborne, have shown that WBIRL can work.

"WBIRL is more than just an effort to improve HP Labs," Steve says. "We're an integral part of HP and we're facing many of the same challenges."

By any measure

How can you become the world's best industrial research lab when seemingly no two people in the industry can agree on how to measure the impact of R&D?

Designing a set of measurement criteria for HP Labs was the daunting task of the WBIRL metrics investigation team, headed by Ed Karrer, Labs Measurement Research Center director, and Ian Osborne, who manages the support organization at HP Labs in Bristol, England.

"Our No. 1 intent was to identify core values that we share in assessing HP Labs' contribution to Hewlett-Packard," Ian says. The three key measurements the team focused on were:

- Financial impact. This includes assessing how much revenue and

profit is generated by Labs' technology, as well as costs saved through process innovation in manufacturing and design. The team also tracks new HP businesses that have been developed by Labs' technology program.

- Customer satisfaction. Value isn't measured in dollars alone but in influence and potential contributions. How do Labs' customers rate its effectiveness? How active are the customers (primarily HP entities) in key Labs programs?

- Scientific contribution. How adept is HP Labs at creating intellectual property? What is the value and importance of patents and copyrights that Labs has received?

The metrics team now is sharing and discussing its proposed measurements more widely in Labs.

"The whole purpose of the metrics investigation was to put in place an architecture for the future, not just to continue one that has served the company well in the past," Ian says. "We're creating HP Labs for a new age." **M**

How safe are you at work?

By Betty Gerard

With the potential for violence in the workplace increasing in our society, what are the chances that you might be threatened or even hurt—and what is HP doing about it?

The lights go down and viewers see a disturbing video about a guy who begins to unravel. “Carl” starts making increasingly hostile comments about his job and other people at work—until he’s talking about the order in which he’d like to “take them out.”

Carl gives plenty of signals that he’s losing it, but his fellow workers just don’t take his threats seriously. After all, everyone knows Carl complains a lot. The video ends with a burst of ominous music.

That video is the centerpiece of a U.S.-wide training program which Corporate Security, along with regional attorneys and Personnel, is rolling out to familiarize supervisors and employees with the typical progression with which truly violent behavior might develop in the workplace. It is a proactive effort to enlist help from everyone in the early recognition of a growing threat and to help prevent serious trouble. HP has established a clear policy that all levels of violent behavior are unacceptable (see page 10) and will be dealt with promptly.

When the Cupertino, California, site recently held its first employee meeting on violence in the workplace, one fellow immediately asked some pointed questions: “How pervasive is workplace violence throughout the company and what is the actual number of incidents? Does one site have more trouble than another?”

In other words, is violence in the workplace really a problem at HP?

Paul Sedlewicz, director of Corpo-

rate Security, says that admittedly some of the grimmer statistics on workplace violence (see box below) don’t apply to HP. Unlike vulnerable retail stores, the company has a good deal of perimeter security in place and doesn’t have the lure of large amounts of cash on hand. It has the clear advantage of a benign company culture, and now screens new hires to spot drug problems that can lead to unstable behavior.

At the same time, however, HP has grown larger and more visible, making the company itself a possible target for incidents. More work is outsourced or assigned to temporary workers. Employees are called upon to adjust to change. In the world outside, U.S. society as a whole has become more violent, with more complex social relationships. Angry partners, ex-partners or would-be part-

Some grim U.S. statistics

- Violence is now the No. 1 cause of death on the job for women and the No. 2 cause of death for men (transportation accidents are No. 1). However, most workplace homicides occur during robberies. Worker-against-worker violence accounts for only 5 percent of workplace homicide.

—U.S. Labor Department

- One of four full-time U.S. workers was harassed, threatened or attacked on the job between July 1992 and July 1993.

—Northwestern National Life Insurance survey

ners know they can track down the object of their unhappiness on the job.

Like many large employers, HP is not immune from such incidents. Fortunately, none has escalated and caused a workplace fatality—such as the six-hour rampage at 101 California Street, San Francisco, by a disgruntled law-firm client who killed seven people, or the massacre of eight employees at Silicon Valley's ESL by a lovelorn ex-employee.

Exact numbers about situations involving violence at HP are less easy to come by. Reports of violence run the gamut from intimidation and threats to fist fights and stalking, says Wayne Dexter, who manages the Violence in the Workplace program from a Corporate Security standpoint. "It's a popular myth that someone suddenly snaps," Wayne says. "But there are almost always indications that, if properly noted, would lessen the chance of potential violence."

As reports come in, they get immediate attention. In Sonoma County, California for example, Stacy Drucker-Andress of human resources is on call 24 hours a day and deals with as many as 10 new calls a month. Each report is handled within HP's privacy policy—some may be followed up with a counseling session or other early intervention to deal with a problem that's brewing.

"It's important that HP has set boundaries for what is or is not acceptable behavior in the workplace," Stacy says. "Now people are reporting angry outbursts they hear—which could be due to a bitter divorce, depression or other pressures. In the past, co-workers might



have looked the other way instead of signaling that help might be needed."

Some 25 to 30 episodes a year throughout the United States are sufficiently serious to cause HP to convene a local incident-management team (IMT). (An IMT includes the general manager, with HP representatives from security, personnel, medical and

legal, with outside experts called in as needed.)

For reasons of privacy, *MEASURE* won't pinpoint some of the scarier episodes that HP has dealt with—but they are quite real. One made headlines several years ago when an employee sent a bomb to a co-worker, who fortunately escaped serious injury.

There have been incidents of ex-employees threatening a former supervisor or co-workers—causing HP to have the targeted people and their families guarded or even moved elsewhere until the danger subsided. In one such situation, a weapon was confiscated near the work site. In another, an employee threatened to kill co-workers, describing in chilling detail how he could shoot at them from a neighboring company's rooftop. Episodes like these quickly come to the attention of security.

If the possible threat is from someone outside HP, employees should let the company know if they have obtained a restraining order, for instance, or have reason to fear harm from someone while at work.

The present focus of Corporate Security is on U.S. locations, which have been stepping up their security precautions with photo ID badges. Access cards and video cameras have been in place for several years. Super-

How safe are you?

visors at virtually all U.S. sites already have been offered training through the Violence in the Workplace program, and the field will be trained in 1996. Some locations also hold employee training sessions.

One of the first sites to recognize and gear up to prevent workplace violence problems was Fort Collins, Colorado, which led the way with a home-grown program of its own in 1992. Larry Jackson, site security manager, is one of the few HP people to have earned the Certified Protection Professional accreditation. He worked with Kathy Burrell of human resources and Doug Buffington, security manager at the nearby Loveland site, to develop a training program for workplace violence at a time when the site had few neighbors and seemed far removed from such concerns.

"We opened up new lines of communication with folks," Larry says.

Serious business

Here is the company's policy regarding violence in the workplace:

"The security of HP employees is vital. Violent threats or acts, affecting employees of HP or occurring on HP property, will not be tolerated. HP seeks to provide a safe work environment to the full extent provided by law.

"This applies to all persons involved in the operation of the company: HP people, contract and temps, and anyone else on HP property or representing HP's business interests elsewhere."

8 threats of violence you can spot

- Threatening physical or aggressive acts toward others
- Threatening an individual or his or her family, friends, associates or property with physical harm
- Intentionally destroying or threatening to destroy HP property or the property of others
- Harassing or threatening phone calls
- Stalking
- Veiled threats of physical harm or similar intimidation
- Unusual fascination with incidents of workplace violence and sympathy for those who commit them
- Threats to HP people from third parties or ex-employees

Remember: It's your responsibility to help prevent acts of violence by reporting dangerous or potentially dangerous situations early.

"We encouraged people to come to us with concerns that they might consider silly, and promised we would look into each one." Since then, security measures on site have increased to protect people and property. Larry also reminds his fellow members of the HP sportsman's club that they can't bring guns on site, even in their vehicles.

Other sites that already have an IMT and training program are Roseville, Sonoma County and the Bay Area in California; Boise, Idaho; and Corvallis, Oregon. (Corvallis uses professional actors to role-play how to respond to situations in which someone threatens violence.)

In Sonoma County, which has just installed a new site-access system, Security Manager Bill Fitchett points out the balance necessary between informing people about the real need for such measures—and yet not frightening them unduly.

"People have a tendency to think, 'I'll wait until he says it one more time before I do anything about it.' But you can wait too long," Bill says.

Paul Sedlewicz says, "On average, HP has excellent employees. But we're still a microcosm of society. Incidents of violence can happen here, and we have to work together to prevent them."

Or as Rick Masciovecchio, Roseville security manager, sums it up: "We do a lot of preparing and putting control mechanisms in place to prevent violence—but you always pray it won't happen." **M**

The young, energetic employees of HP Polska are eager to turn their once-socialist country into a capitalistic success for Poland and for HP.



LEE MALIS

Over dinner in Warsaw, Cezary Makulec (far right) discusses business with (from left) sales rep Pawel Czajkowski, Piotr Smolski and Malgorzata Goralska.

Poles apart

By Mary Weed-Pickens

WARSAW, Poland—The old and the new Poland are poles apart, literally. Whether it's support as a way to favor a particular offer, campaigns that capture the hearts of consumers or bright young talent traveling to remote service facilities, HP Polska—like its HP neighbors—is on the right track.

Elzbieta: the HP Polska Way
Asked how HP beat IBM and others in Poland, Elzbieta Podyma, 35-year-old

support admin manager, explains, "The key is letting people know their work is appreciated. That's not common in companies here."

Managing a growth part of the business, Elzbieta hires a good number of people. "I always wonder when I interview people what HP means to them," she says. "I think the HP Way still means something. It's a little different way of treating people. Here in my group, as a manager, I try to see that

people who perform well can make a career if they want.”

This is a refreshing change from memories of “old Poland.” As a child,

“Maybe the climate of HP Polska attracts people with strange and unpredictable backgrounds.”

Elzbieta and her family suffered the weight of Communism perhaps more than most. Her father, a schoolteacher, was imprisoned for being part of a democratic movement during the Stalinist era. As a result, she couldn't leave Poland for studies or work and turned to biotechnology as a scientist in gene transfer of lupines (a Polish soybean equivalent).

As Poland embarked on its fledgling democracy, she made the transition from theoretical scientist in socialist Poland to support manager in HP. She threw herself into her work and her new life at HP.

HP Polska in brief

HQ: Warszawa (Warsaw)

Established: 1991

Number of employees: 138

Average age of employees: 31

Sales growth: 1992—29 percent; 1993—130 percent; 1994—41 percent

A few top customers: National Bank of Poland, Ministry of Forests, Polish Mothers' Memorial Hospital, Gdansk Refinery

Today, Elzbieta sets no boundaries in getting close to her team. She's as comfortable filling in for a sick receptionist as she is sharing home-cooked meals with co-workers. She says, “I spend lots of time with people privately to develop strong relationships.”

And as her manager, Errol Keyner, says, “Ela (as we call her) has learned and accomplished more at HP in a few years than most western managers have in 10.”

Malgorzata: “I like inventing things!”

“Inventing things makes me go tilt,” says 33-year-old Computer Products Organization (CPO) marketing-communications manager Malgorzata Goralska. She often comes up with original campaigns with the help of her husband and their 9-year-old daughter, Jagodka. “We always work together at home thinking of teasers and billboard campaigns for the latest printer launch. I insist that our work be specifically adapted to the wit and humor of the Polish consumer.

“Maybe the climate of HP Polska attracts people with strange and unpredictable backgrounds,” she says. Malgorzata's first job was in her hometown of Wroclaw in southern Poland. She became the “friendly advice” writer for the teenage music magazine *HIP*.

Upon moving to Warsaw after a few years in Germany, Malgorzata found job-hunting an uphill battle. With a master's degree in languages, she was overqualified to be the general manager's secretary. But her language

skills soon landed her a marketing-communications job.

Malgorzata really feels the difference in the way Polish people formerly worked compared to today. “Under socialism, you had set ways of doing things,” she says. “Here, we start from scratch where HP employees feel welcome to make suggestions about how things can be done.” Indeed, one of her latest projects is getting HP products filmed as props in a soon-to-be-released Polish police thriller.

“With this kind of energy,” notes Vienna-based Kevin Kearney, CPO manager for Eastern Europe, “we've been very active in gaining brand equity for HP in Poland. Malgorzata is very creative and aggressive in her job and she's been one of the motors behind this success.”

Cezary: Poland's youngest product manager

Cezary Makulec, 26-year-old product marketing manager for peripherals, is among the growing number of dynamic, young professionals in Poland who studied in the West and yet chose to return to the new democratic Poland.

Born and raised in Warsaw, Cezary learned as a youngster to make batteries and radios with the most rudimentary tools and wires. At 18, with a scholarship in hand, he left to study electrical engineering at Edinburgh University in Scotland. Cezary didn't speak English and yet was better prepared than most, thanks to advanced science courses in Communist Poland.

Upon graduating with highest honors, Cezary had his pick of jobs. He says, “I could have set up my own company as my best friend did, but I preferred to join a company like HP.” He liked HP from the start because he met impressive role models. What he



Piotr Smolski and Cezary Makulec are typical of HP Polska's energetic, young team. HP has had outstanding growth in Poland.

likes most is the way "all the employees work closely as a team and share HP processes that build good relationships with customers and overcome problems."

When he left Poland, he saw little future back home for ambitious engineers. Harsh memories as a 12-year-old of the "Solidarity" crackdown by authorities and strict food rationing were enough to push Cezary abroad.

But after the Berlin Wall fell, Cezary says, "I actually started seeing remarkable changes in my country. So I chose to return and make my home here in Warsaw."

Growing like crazy!

How is HP Polska keeping bright talent while encouraging more young people to join? "HP people and candidates look to HP for growth opportunities, not only within Poland but

across geographies," answers Pierre Fantobo, personnel manager for International Sales Europe (ISE), which includes East Central Europe. "This is a win-win situation for all of us."

HP's strategy to build locally with local people—at all levels—works. Among those responsible for local hiring is HP Polska's Personnel Manager Catherine Campanella. She struggles with "crazy hiring demands" to fill local needs and harness talent without losing trained managers to competition. "It's not because we don't pay enough," she adds. "The market doesn't have enough people."

French-born of Polish parents, Catherine returned to Poland as an adult and still is stunned by reactions of her born-and-bred Polish colleagues; when a letter was sent to an HP Polska employee explaining a salary raise, it was quickly returned with the request to have the increase shared with col-

leagues. This kind of teamwork is characteristic of HP, yet it appears to be a throwback to old times. When one manager was asked the difference between the HP Way and communist idealism, the tongue-in-cheek reply was: "HP works in practice and you can leave if you want."

"I'm particularly proud of our dynamic, young team that surpassed IBM—last year's No. 1 competitor worldwide," says Yves Couillard, ISE general manager. "With this excellent talent working across ISE—a region stretching 11 time zones from Poland to Russia's Vladivostok—it's no wonder that our HP business has multiplied eight-fold in five years." **M**

(Mary Weed-Pickens is public affairs/communications manager for HP Europe.—Editor)

Standing tall

ATLANTA, Georgia—Southern hospitality was as warm as the humid weather outside in September when Hewlett-Packard dedicated its newest—and largest—building: the 20-story Atlanta Business Center.

The festivities attracted dignitaries such as HP co-founders Bill Hewlett and Dave Packard, HP's board of directors, CEO Lew Platt and Georgia Governor Zell Miller.

Located on 4.7 acres in the new Perimeter Summit Office Park, the structure encloses 625,000 square feet and the largest underfloor cable distribution system ever designed and installed by AT&T.

More than 650 miles of cabling provide voice and data connectivity, and a network exceeding 100,000 miles links HP sales offices in the United States, Canada and Latin America.

Major operations include the largest of HP's 34 customer response centers; the Information Technology Center that serves the Americas; and the Financial Services Center for the U.S. field.

HP is the sole tenant of the building, which houses 2,000 HP employees who had been in six buildings.

The Atlanta Business Center is a city within a city. There's an automated-teller machine, a credit union, a gift shop, an American Express travel office, a shoeshine stand and a hair salon.

Employees can dine in a 500-seat cafeteria, which has a translucent roof and a wall of glass, or on the 150-seat patio next to a reflecting pool.

In all ways, HP's Atlanta Business Center is standing tall. **M**



PHOTOS BY ALAN WEINER

above

Light fills the lobby of HP's 20-story Atlanta Business Center, the company's newest and largest building.

left

Denny Shewmake, a telecom engineer, checks the DSX panel that handles some of the 650 miles of voice and data cabling that run throughout the building.

right

Adrian Sadler, a customer-support rep for the Analytical Products Group, finds some quiet and productive time on the Perimeter Summit Office Park grounds. HP's towering new building is in the background.







above left

Three members of HP's Bell-South sales team—Kathy Bennett, Scott Eanes and Lynda McCardel—discuss strategy at one of many outdoor meeting areas.

above right

Nikki Swanson (left), a telecommunications support technician, and Tara Gibson, a customer-service rep at the HP credit union in Atlanta, check out the '96 Olympics merchandise at the sundries store on the ground floor.



left

MARTA (Metropolitan Atlanta Rapid Transit Authority) trains will stop at the station under construction adjacent to the Atlanta Business Center, bringing passengers directly from the airport to HP.



above

Tia Briddle, a customer support coordinator, and James Moten, sales coordinator, maintain a cheery outlook during a rainy Atlanta summer day.

right

Acres of windows and a translucent glass ceiling make the 500-seat indoor cafeteria a bright and popular place to be. There's room for 150 more people on the patio.

far right

Escalators from the main lobby to the cafeteria provide sweeping views of the contemporary building design.



On top Under

Down

By Harvey Gotliffe

HP's Australian Telecommunications Operation is a driving force on the Information Superhighway.

BLACKBURN, Australia—An Australian and a Texan were bragging about the size of their respective properties, when the Aussie boasted, "My house is so large, that it takes me an hour to walk from one end of it to another."

"That's nothing, mate," countered the Texan. "If I get into my car at sunrise, I can drive until sunset and still not see all of my property."

The Aussie quickly replied, "I used to have a car like that."

Unlike that car, Australians are moving quite smoothly on the Information Superhighway, partly because of the technological innovations coming from HP's Australian Telecommunications Operation (ATO), located just outside of Melbourne, Australia's second-largest city.

Australia's five biggest cities are home to 57 percent of the country's 18 million people. In a land about the size of the continental United States, population centers are far apart, and the vast distances are amplified in the

communications networks that make up the Information Superhighway.

HP Australia was established in Melbourne in 1967 as a sales subsidiary. In 1986, the company began R&D work with local private-industry partners, developing test equipment for the forerunner of a new class of telecommunications applications: the broadband integrated-services digital network. The network infrastructure allows telephone companies to provide new services such as integrated voice, data, image and video over a digital communications line.

The Australian government's 1987 Partnership for Development Program enhanced HP's R&D activities. The program encouraged multinational companies in information technology and communications to increase investments and export activities.

"It certainly was one of the drivers," says Bill Wood, ATO operations manager. "HP has a long-term approach, embedding value in Australia, and the government recognizes this."

As one of several initiatives to increase local research and development, HP began manufacturing and supplying

telecommunications network test equipment to Telecom Australia, the country's communication giant.

"They talked to us about a problem they had, where a vital part of the solution was missing," says Bill. "We were the catalyst to find and deliver the solution."

Telecom, which recently was renamed Telstra, has the largest single

"HP has a long-term approach, embedding value in Australia, and the government recognizes this."

outback where microwave communications towers appear every 30 miles.

Australia's isolated geography motivated the country to become a world leader in overcoming communication problems and providing equipment to rely on. ATO has found a niche both in Australia and in the international market by developing and manufacturing test equipment for the high-speed, broadband telecom-



HP's Bill Wood (left) talks with Telstra's Mark Grondman in the Swanston Walk area of downtown Melbourne, Australia.

network in the world. Telstra, along with other major international telecommunications carriers, will use Asynchronous Transfer Mode (ATM) for the broadband network. ATM is an integrating technology that allows a variety of information to be carried and diverse services to be switched through the same network with the same transmission equipment. It can operate over optical-fiber, coaxial cable and existing copper cables. It has much higher performance than existing circuit and packet-switching techniques.

In 1989, ATO formally became part of HP's Communications Test Solutions Group. Today, ATO—in partnership with HP's Idacom Telecom Operation in Canada—is a world leader in providing test solutions to those involved in developing a new generation of communication infrastructure:

ATM-based broadband integrated-services networks.

Brian Kelly, manager of Telstra's Experimental Broadband Unit, is pleased with the relationship with HP. "They're proactive, always trying to find out what we're doing. We have a choice to buy from wherever. But HP has high-quality equipment that does what it says it can do."

The Telstra connection has been extremely beneficial through the years. "We have gotten international contacts through Telstra, which has been a very supportive client, anxious to help us internationally," Bill says. A Telstra rep traveled with ATO employees to Sweden, the U.K. and Spain and talked about Telstra problems so that other customers could relate to them.

ATO's products enjoy a major slice of the worldwide market, with sales almost equally divided among Japan, Europe and North America. Cus-

tomers include both manufacturers of telecommunications transmission and switching equipment, and operators of large national and international telecommunications networks, including Fujitsu (also a leading ATO assembly subcontractor), Bell South, GTE, Deutsche Telekom, Ital Tel and France Telecom.

Bill likes this healthy mix. "By building up international sales, we are not susceptible to peaks and valleys in the local economy."

HP's global reputation opens up international doors, says Peter Shaw, ATO's marketing manager. "Leading corporations know that HP has been there before and ATO has been first." Hans Neilsen, personnel, quality and public affairs director, says that ATO has become such a success in such a short time because of the diversity of its staff members, who

On top

come from Canada, the United States, New Zealand and, of course, Australia. "We have access to highly trained, competent individuals who see themselves as ATO Australia and view customers as global."

ATO's customer relationship is a synergistic one, according to Peter. "As the leading edge, customers come to us as a partner with knowledge, not a seller of boxes. We understand their challenges and are involved with them sufficiently so they feel that they're part of the solution, too."

Today, there are 626 HP employees in Melbourne. Of the 120 directly connected with ATO, half are professional engineers, including the marketing and sales people. The operation has doubled in revenue in each of the last three years to \$100 million (Australian).

HP is aggressively expanding its R&D activities in Australia, with a

focus on telecommunications. Carl Dierschow, project manager for the new branch of the Network and System Management Division (NSMD/Australia), came here from the United States in January 1995. He's been working on a correlation software project since 1994 that will enable a customer like Telstra to look at the 2,000 network events that could happen in an emergency and discover the source of a problem immediately.

With a new headquarters building in East Burwood, the future looks promising for ATO in both Australia and worldwide. The Australian Telecommunications Act of 1991 eliminated the telecommunications

monopoly, granting general-carrier licenses to Telstra and Optus Communications. By 1997, there will be total deregulation. Telstra already has committed \$3.3 billion to the broadband

"... customers come to us as a partner with knowledge, not a seller of boxes."

cable network. By the end of 1998 it will connect cable to 1.1 million homes, and Optus to 100,000 homes.

Bill Wood likes what the future holds in store. "The nice thing is there's an insatiable demand for broadband communications," he says.

Emerging world markets are opening up in China, Malaysia and India. Hans also sees additional international growth possibilities for ATO. "Australia has a special role in Asia, with its stable infrastructure. The Australian marketplace is more advanced and integrated than much of the rest of Asia, he says." HP has great faith in ATO and is reinvesting more than 15 percent of its export earnings into new product development.

Behind all the optimism is a sense of Australian pride. Peter says, "We're a world leader and this little miracle is driven by local talent."

Bill heartily agrees. "We've built a world-class operation here to compete internationally. There's pride in the job being done, and we're proud that it's an Aussie operation." **M**

(Harvey Gottliffe is a journalism professor at San Jose (California) State University and head of the magazine sequence.—Editor)

ROB GALE



Maintaining Australia's vast telecom network is a daunting task for Telstra's Tom Leyden (right). ATO's Bill Wood (center) tries to help satisfy 1 million customers.

Keep on truckin'

By Cornelia Bayley

A traveling museum-on-wheels celebrates the development of HP's inkjet printing technology.

CORVALLIS, Oregon—HP's inkjet printer technology got its start in a broom closet—today it's a multi-billion dollar business. The success story of the inkjet printer is the subject of a traveling historical exhibition, "A Wave of Innovation," that opened in July at the HP site here.

Three huge semitrailers house the museum, which traces the development of thermal inkjet printing from 1978 to the present.

Exhibits highlight discoveries uncovered by HP's research engineers in the early days of the technology's development, and show some of the obstacles overcome and the successes achieved along the way.

While the first thermal inkjet pen was being developed, the Mount St. Helens volcano in Washington erupted. The explosion seemed to match the micro-explosion the engineers were trying to achieve with the printer pen, and the design team and pen were known as the St. Helens project from then on.

There was a unique camaraderie among the first group of developers. Goofiness took the form of pink flamingos, hat days and tie days.

Space was an issue in the early 1980s and the St. Helens team moved from a corner of a lab to a vault-like room that housed tapes, had fireproof

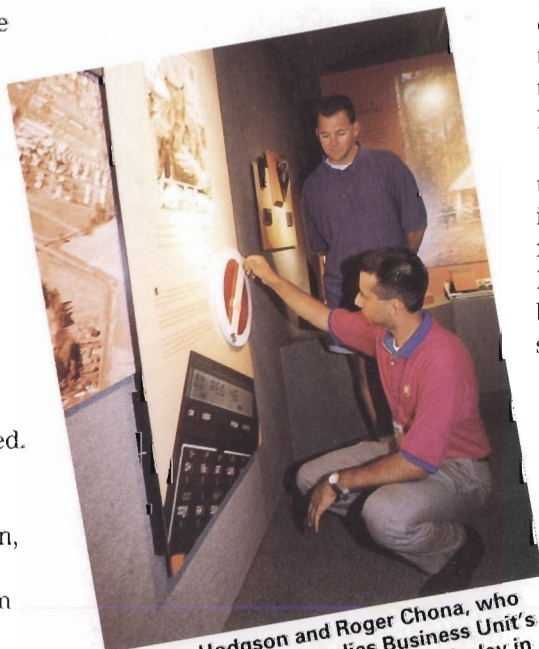
concrete walls and no windows. Eventually they got space in a portable trailer. Some of the noisier testing was done in a janitorial closet.

Quotes and stories reveal the humble beginnings of the St. Helens pen. Frank Cloutier, who is now the general manager of the Mobile Computing Division, is quoted recalling the discovery of one aspect of the new technology made when he was at home eating lunch one day.

"I took a piece of aluminum foil, put the tiniest hole in it, put it over a resistor and looked at it under a



Shari Edwards, IJBU inventory/line support, looks at the replica of Frank Cloutier's ink-splattered tie and reads about Frank's discovery.



Anthony Hodgson and Roger Chona, who work in the Inkjet Supplies Business Unit's pen test department, examine a display in the mobile exhibit, "A Wave of Innovation."

microscope with a strobe going—it worked! After awhile, I couldn't see anything anymore. I stepped back and saw that I was completely covered with black ink...This thing was going

up, hitting the microscope, hitting me and making this big pool of ink. So, a suit of clothes and several tries later, we had the architecture that we still use today." A replica of Frank's tie is included in the exhibit.

The museum-on-wheels was scheduled to go to HP's Vancouver, Washington, site at the end of September for three weeks, then travel to HP Labs in Palo Alto, California, in October, and to the San Diego, California, site early next spring. **M**

Lighting a candle in the darkness

By Jean Burke Hoppe

An HP employee reaches out in a time of need and finds the "human touch."

HOUSTON, Texas—Eric Helmreich is a personable and determined third-grader whose current passion is playing first base for his Little League baseball team. His mother, Mary Helmreich, describes him as sophisticated for his age, a bit of a perfectionist and compassionate toward other children.

Perhaps most importantly, Eric, who will be nine in December, is healthy.

Shortly before Christmas in 1988, Mary and Ken Helmreich, Analytical instrument sales rep in HP's Houston, Texas, office, took then 2-year-old Eric to his pediatrician, hoping to switch antibiotics to fight a persistent infection and low-grade fever. Only hours later Eric was admitted to the emergency room of Texas Children's Hospital with leukemia.

Two days before Christmas, Eric was diagnosed with megakaryocytic

Ken says his own optimistic temperament, which serves him well as a sales rep, got him through those first numbing hours at the hospital. But he vividly remembers the helplessness he felt watching his son endure a treatment plan that included maximum lifetime doses of chemotherapy drugs and a bone-marrow transplant. Ken remembers the day he first returned home from the round-the-clock hospital vigil. He was mowing the grass when it all hit him—the sadness, the anger at how unfair it was that their only child had to suffer like this. He just stood in the street and cried.

Because the Helmreichs were new to Houston and Ken had just started his HP job in May, they faced their most serious life crisis without a built-in support system of family and friends. HP employees in Houston extended help and compassion to the family through visits to the hospital and support for Ken at work.

The couple also turned to the hospital's support staff for help, and to the Candlelighters Childhood Cancer

Foundation, headquartered in Bethesda, Maryland.

Mary and Ken were so moved by their experience that they've rejuvenated the Houston-area affiliate of Candlelighters. The non-profit Candlelighters Childhood Cancer Family Alliance (CCFA) was incorporated in 1992. Mary serves as president of its board of directors. She devotes 50 to 70 voluntary hours each week to Candlelighters.

Candlelighters is a parent volunteer organization that serves the emotional, educational and practical needs of

"I wanted to reach out because it created a safe and comforting womb while this demon attacked my baby."

leukemia, a one-in-a-million form of acute myeloid leukemia (AML). His prognosis was grim—a 20 percent chance of surviving three years.

"Our room at the hospital was not a happy place to be," says Mary. "The first 12 weeks were touch-and-go. Eric lost one-third of his body weight in five days. We were living at the hospital, literally. The whole cancerless world was going on as normal, full of Christmas cheer and people laughing in the halls, and there we were in a hospital room with a child closer to death than life."



Nine-year-old Eric Helmreich (center, with parents Ken and Mary) is healthy now after a struggle with a one-in-a-million form of cancer.

children with cancer and their families. "So much of the material we received when Eric was diagnosed was sterile and clinical," says Ken. "It lacked the human touch that is so important. That's why we have since had the driving desire to support families going through this scary thing."

Mary says, "When we finally emerged from Eric's room and connected with another couple going through the same thing, it made a profound difference. We weren't alone. I wanted to reach out because it created a safe and comforting womb while this demon attacked my baby."

Today, Eric lives a normal life and barely remembers his ordeal. But cancer will always be part of his life, says his mother. "We will always fear relapse. There are no guarantees for

any of us. We don't know how these drugs will affect our children long-term. So this work helps me deal with my fears, makes me feel like I'm doing something positive."

Candlelighters services range from nitty-gritty details like parking and meal passes and toiletries for the families of childhood cancer patients to workshops on the latest treatments and issues to funeral-related expenses and memorial videos for a family whose child dies.

Mary produces a local Candlelighters newsletter and fundraising extravaganzas like fashion shows and golf tournaments. HP's donations committee in Houston has committed thousands of dollars to Candlelighters since Eric's diagnosis, supporting these and other CCFA programs.

For the last four years, HP also has participated in the Adopt-a-Family program, providing generous Christmas donations for several families living with childhood cancer.

Ken says Eric's illness and his Candlelighters work "help me keep things in perspective. A lost sale is not the end of the world. Life is a tenuous thing. It can be taken away for no apparent reason. We need to cherish every day." **M**

(You can find the Candlelighters CCFA home page on the World Wide Web. The URL is <http://cois.com/candle/>.)

(Jean Burke Hoppe is a Lincoln, Nebraska-based freelance writer and a former MEASURE editor.—Editor)



Dr. Cyberspace

Welcome to a new feature here in *MEASURE*, a column devoted to the Internet and its use around HP. Every two months the good doctor will share with you some down-to-earth advice on how to approach this fascinating, exploding universe of information.

Watch this space in the months ahead to discover great new sites, tips to make your time on the Internet more productive and answers to your most frequently asked questions (known as FAQs, pronounced *fax*, in bitspeak).

If you've got tips, comments, questions, suggestions or have just found a really cool site, drop me a line. You can reach me at doctore@corp.hp.com.

Dr. C's top 10 picks

1. <http://infi.net/cool.html>
2. <http://www.whitehouse.gov>
3. <http://www.sony.com>
4. <http://www.mastercard.com>
5. <http://www.disney.com>
6. <http://espnetsportzone.com>
7. <http://gwb.com.au/gwb/>
8. <http://www.ai.mit.edu/stocks/graphs.html>
9. <http://cdnow.com>
10. <http://www.springfield.com>

8 easy steps to start surfing the 'net

1. Find the Netscape Win icon in your PC-COE and double-click on it to launch your browser software. (It's probably in your COE Apps group.)

2. In the box near the top of the screen that's labeled Location: type this URL: <http://www.hp.com> and hit Enter. You may need to wipe out an existing URL (Uniform Resource Locator, the fancy name for a Web address) to make room for the new one.

3. You should now be at HP's home page on the Web, called Access HP. You're also now one of about 150,000 people who will visit this site today. Like crowds?

4. From this point forward, it's a simple matter of point and click. Put your pointer on any text that's underlined and (probably) in blue, click, and you'll go to a linked file. You can also point at pictures or even certain areas in pictures to head off in different directions.

Try the News button to check out HP's earnings releases or the Products button to see if your business' most recent product offering is out there.

5. Tired of looking at HP stuff? Ready to move to another site? Go back to the Location: box and

type a new URL. It's pretty easy to find most major U.S. companies' home pages. IBM is at <http://www.ibm.com>, Sun Microsystems is at <http://www.sun.com>, Silicon Graphics is at <http://www.sgi.com>. Did you figure out the pattern?

6. You're surfen' now, but you say you're a bit more analytical than the good doctor. You'd like an organized list of places to visit. Try one of the Web's best indices at <http://www.yahoo.com>. Here you left-brained *MEASURE* readers will find the structure your wetware (brain) needs.

7. Found a great place and want to know how to get back? Especially without having to type that long, long URL? Use the pulldown menu Bookmark at the top of the screen to add a new marker. Use the same menu later to click on a location to return.

8. Time to protect your pocketbook (and HP's). Although the Web appears to be free, it's not! But then neither is the phone, the fax, e-mail or the paper clips in your desk drawer. Every time you grab a file from a Web site, there's a cost to move that information from one computer to yours. And it costs HP money to put in the gateway connections from our own internal computer network to the Internet. Use the Web, but use it wisely.

One year later

By Jim Haberkorn

Can the HP Way still thrive in the midst of difficult business decisions?

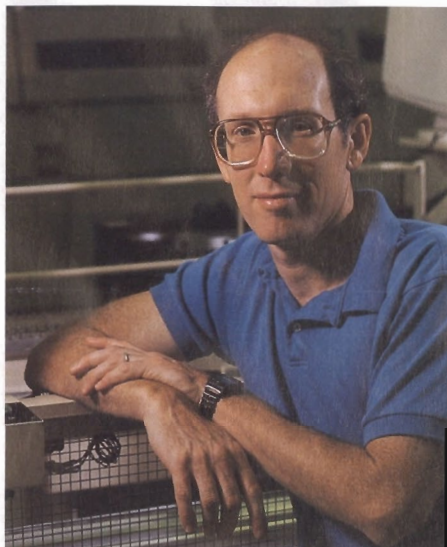
BOISE, Idaho—This story is different from the one I wrote a year ago (“I’m losing my job,” *MEASURE*, September-October 1994).

That story was inspired by the announcement of one of the biggest

...the people and the HP Way appear to have come through this downsizing intact.

downsizings in HP history. This story is inspired by what has happened since then. That story was about the dangers of complacency. This story is about workers and managers on the Boise site as they struggle to find the HP Way in the midst of difficult business decisions.

Initially, I thought about titling this story “I’m still losing my job,” because for me, the future is still uncertain even a year after the downsizing. As the only employee from the now-closed Boise Surface Mount Center



DENNIS AHEARN

Boise, Idaho's, Jim Haberkorn

(BSMC) to still be without a permanent position, my name today is on a 3-inch-by-5-inch card hanging in plain view above former site General Manager Don Curtis's desk. It hangs there as a reminder: For one person the downsizing is still going on.

But for all the uncertainty, I wouldn't have traded this past year for any of my previous 17 years at HP. As a member of the BSMC transition team, I have seen this company's much-publicized values put to the test under the most trying conditions. I have attended late-night meetings and watched HP managers struggle to explain to people—to their people—that their jobs were going away.

The closing down of BSMC wasn't a happy time, but through it I learned where to find the HP Way. I found it where there was struggle. Where decisions did not come easily. Where people were willing to step up and engage each other over things that matter.

I remember one committee that was pulled together to decide the criteria for letting people change shifts during the downsizing. A seemingly simple question. The meeting, though, took longer than expected as people hammered at the issue, trying to ensure that both the work and the people would come out winners. At one point someone blurted out, “Wow, this is tough.” And it was.

Most of the decisions that had to be made after the downsizing announce-

I have seen this company's much-publicized values put to the test under the most trying conditions.

ment were like this—deceptively tough. When should we offer relocation benefits and VSI (voluntary severance incentive)? Which groups should be in the length-of-service pool? Should managers have to stay until the end?

One year later

Should all of the divisions on-site follow the same policies?

For all these questions there was always an obvious, easy answer. But time after time I saw people pay the price and engage each other, to discuss—and sometimes agonize—to find the best possible solution.

People may have been disappointed in the decision to close BSMC, but through a lot of struggle both the people and the HP Way appear to have come through this downsizing intact.

Still, there is a strong sense among production employees that opportunities for them are shrinking. Many of them are wondering how the HP Way will factor into their future.

Twelve-year employee Gail Dymoke at first thought her job was secure. As

“Going through the downsizing was like riding a roller coaster.”

a skilled worker in the BSMC proto shop, her department’s function was at first considered too much of a core competency to outsource.

“We were told,” says Gail, “that our jobs would be secure for at least two to three years. The reality is that someone changed their mind and now our jobs are going somewhere else.

We will have stayed open only six months after BSMC closed.”

For Gail, there is already another production job waiting, but that doesn’t offer much comfort. “The job I am going to is staffed with 75 percent temporary workers,” she says. “Most likely, my trainer will be a temp. How can I feel secure?”

Before Monica Cohen took VSI she used to rework printed-circuit boards in BSMC. Back then she sometimes would help co-workers write their resumés. Now, as a service representative for Manpower, she helps other former HP production employees find work.

“Going through the downsizing was like riding a roller coaster,” she says. “Everyone was scared, but I never felt HP wasn’t doing enough. HP really tried to help people, but one day *The Statesman* (Idaho’s major newspaper) ran a story about how the non-brainy jobs were going away at HP, and everyone felt bad. We felt like people at higher levels had more options than we did.”

On the Boise site, balancing the business and the people continues to be a struggle, but the HP Way still beats in a lot of HP hearts.

My conclusion from all this is that if the downsizing of production areas is inevitable, then, as a 17-year veteran of production, I’d rather be working for HP than for any other company. But I also believe that the HP Way is a very fragile value. It doesn’t have to

show up in decisions or in meetings. It only shows up if individuals bring it with them and are willing to speak up—and if others are willing to listen. I’ve seen it happen—and not happen.

Finally, I found that in the BSMC

But I also believe that the HP Way is a very fragile value.

downsizing process, the best decisions occurred when people who were strong for the business came together with those who were strong for the people, and together they struggled to sacrifice neither. And that has now become my personal definition of the HP Way. **M**

(Although Jim Haberkorn has held a number of temporary jobs on the Boise site during the past year, he still was looking for a “permanent” job when MEASURE went to press.—Editor)

What’s on your mind

Do you have a suggestion about how to improve HP, an anecdote about the HP Way or an HP-related comment in general? Send your “On my mind” article—up to 500 words—to Jay Coleman on electronic mail, by fax (415-857-7299) or to Jay at the *MEASURE* address on the back cover.

What is diversity?

In light of one reader's response to the September-October *MEASURE* cover, I think we need to examine our meaning for the term "diversity" and our respect for it. The annual harvest of sustainable wildlife is a big part of the life story for many cultures in our world, including here in the lower 48 (United States).

I'm sorry that you were offended, but it could be that you might have beliefs, traits or behavior (animal activism) that asks others' tolerance of diversity?

There are ways of depicting dead animals disrespectfully; the *MEASURE* cover was not disrespectful.

ANDY EVANS
Corvallis, Oregon

Immoral lifestyles

I couldn't help but be offended reading the September-October *MEASURE* article titled, "Making their voices heard." What offended me was the amount of space given to the Gay, Lesbian and Bisexual Employee Network groups. I'm all for treating every employee with respect, but let's be careful to distinguish between legitimate diverse groups and immoral lifestyles.

As a Christian, I believe the gay, lesbian and bisexual lifestyles are immoral. HP shouldn't discriminate against gay, lesbian and bisexual employees, but neither should it promote them (e.g., spousal benefits) or treat them like a legitimate minority.

I urge HP management not to jump on the politically correct bandwagon and begin to offer traditional marital benefits or minority status to gay, lesbian and bisexual employees.

BOB VAUGHAN
Roseville, California

Check your prejudices

One thing that has always got me steamed is self-righteous people dictating how others should live their lives. Whether a person is black, white, gay, straight or polka dotted is no concern of others. As long as they are happy, contributing members of the community and not hurting anyone else, there is no reason for treating them any differently than anyone else considered "normal" (i.e., "just like me").

I am pleased that HP gives encouragement to these diverse groups but dismayed that the environment in HP still makes them necessary. As far as I am concerned, if something about a person's lifestyle or appearance makes you nervous, then it's time to check *your* prejudices at the door; don't bring them into the workplace.

STEVE KENDALL
Camas, Washington

Unfounded fears

Being a member of the San Diego GLEN (Gay, Lesbian and Bisexual Employee Network), I was glad to see it and other employee networks get some visibility in *MEASURE*.

The fact that GLEN exists was a key factor in helping me decide to come "out" at work. Before I knew about GLEN, I was worried that I would have no support if I ran into prejudice from my co-workers. I have, however, found that my fears of revealing the fact that I am gay have been largely unfounded. Everyone I am "out" to has been very supportive of me.

I hope that the extra visibility given to the networks might help more people decide to come out and get to

know others at work who are like them. Being "out" makes working here a whole lot easier and more comfortable.

Thanks for printing the article.

DAVID MEYER
San Diego California

Our strong suit

MEASURE is a great way to keep all HP employees informed of what's happening in our global company.

Congratulations for the last edition. Diversity definitely is one of HP's strongest points.

ENING LIU
San Diego, California

Corrections

A photo caption on page 20 in the September-October 1995 *MEASURE* incorrectly identified an employee as Brian Hobbs; the employee in the photo is Phil Howard.

Also, the country Colombia and the movie *Gandhi* were misspelled. *MEASURE* regrets the errors.

Please send mail

Do you have comments about something you've read in *MEASURE*? Send us your thoughts. If we publish your letter, you'll receive a free *MEASURE* T-shirt (one size fits most).

Send your comments to *MEASURE* Editor Jay Coleman (the fax number and address are on page 3). Please limit your letter to about 150 words, sign your name and give your location. We reserve the right to edit letters.

LETTER FROM LEW PLATT

HP's chairman, president and CEO highlights the company's major accomplishments in 1995 and outlines the FY96 CEO Hoshins.



Lew (far left) was one of 1,000 HP employees who assisted on 150 different projects during a United Way "Day of Caring" program in Santa Clara County, California, in September.

Now that we've completed Hewlett-Packard's 1995 business year and entered fiscal year 1996 (FY96), I'd like to give you my annual review of the past year's accomplishments and focus on the challenges of 1996.

Most of you know about our two major, companywide business planning tools—the CEO Hoshins and the Business Fundamentals. But let me define them briefly for those employees who aren't aware of the differences.

CEO Hoshins are "breakthrough" goals. They are complex issues that usually occur in many of our businesses and often take several years to address.

Business Fundamentals, while still critical to HP's success, are the more basic things we need to accomplish and measure continuously.

The most obvious change from the 1995 to the 1996 Hoshins is that Financial Competitiveness has been shifted from a Hoshin to a Business Fundamental. This means that Financial Competitiveness no longer is a crisis issue. All of our businesses are in much better shape in terms of their individual profitability and the consistency of their financial performance.

As I write this column, HP has recorded seven consecutive quarters where we've achieved our financial goals and met financial analysts' expectations.

Of course, financial performance is elusive and needs continual attention every day. So while we have every right to celebrate our accomplishments in 1995, Financial Competitiveness really is the foundation for everything we do. That's still true in FY96.

1996 Business Fundamentals

1. Revenue growth. Goal: each business organization or group meets its revenue growth target.

2. Net profit. Goal: each business organization or group meets its net profit target.

3. Return on assets (ROA). Goal: business organizations meet their ROA targets.

4. Inventory-to-sales ratio. Goal: each business organization or group meets its inventory-to-sales ratio target.

5. U.S. minority business program. Goal: 100 percent of U.S. business organizations or groups, field and Corporate entities meet or exceed the minority business purchase percentage exit-rate goal of 6 percent.

6. Performance reviews and development plans. Goal: 100 percent of performance evaluations and development plans completed on time annually.

7. Worldwide employee survey results. Goal: maintain or improve

employee survey results worldwide.

8. Worldwide injury/illness prevention. Goal: 100 percent of business organizations/groups, geographic operations and Corporate entities assess health-and-safety risks and execute plans to reduce sources of injury/illness.

9. Worldwide business controls. Goal: 100 percent of an organization's entities achieve an overall acceptable rating for business controls.

10. Product stewardship. Goal: 100 percent of business organizations or groups have executed HP's product stewardship self-assessment procedure by the end of FY96.

11. Worldwide Environmental Health and Safety (EHS) audits. Goal: 100 percent of audited sites receive at least an 85 percent score on meeting EHS standards.

The other two 1995 Hoshins remain and are our only two Hoshins for 1996:

1. Customer Satisfaction. This is an area in which HP badly needs a wake-up call despite the fact that the company continues to lead in many industry surveys. Let me explain.

The gap between HP's performance and that of our competitors clearly has shrunk. Customer expectations continue to rise and many customers find us difficult to do business with. We are a very diverse and complex company, but that shouldn't be the customer's problem. Today it is.

I'm pleased to say that we made progress on order fulfillment in 1995. That was the first year we were able to establish solid metrics for order fulfillment. It was a good effort that resulted in positive changes.

2. Our People. Here's an area where we've made dramatic improvement. In the three years in which employee surveys have been part of the "people" Hoshin we've learned a great deal from the survey results and we've taken action to address employee-identified problems. Beginning in 1996, surveys are a Business Fundamental.

However, there are still three areas of concern in this Hoshin:

- **Diversity.** We still haven't made enough progress in the number of women and minorities in management positions.

- **Work/life balance.** We've provided more flexibility in finding ways to balance HP's business needs with the personal needs of our employees. Still, we need more breakthrough thinking on work/life balance if HP is to remain the employer of choice.

- **Development of our people at all levels.** We do a fairly good job of training people to meet current job requirements. Where we fall short is

in providing development opportunities for future job requirements—not a surprising result, given the accelerating pace of change and the uncertainty it brings.

As we enter 1996, I think we're in the strongest position we've experienced in my three years as CEO. We've recently demonstrated solid financial performance. We have unusually high levels of order backlogs. HP's reputation as a company remains very strong.

I saw firsthand evidence of our strength in October when I attended Telecom '95 in Geneva. Held every four years, Telecom is the premier gathering of companies in the telecommunications industry and those that supply them. In 1991, we had to coax people to come into our pavilion to talk with us. In 1995, we

had scheduling difficulties trying to talk with all the people who want to buy from us or to be our partner.

If we can sustain the kind of overall effort that HP people have given on the CEO Hoshins and Business Fundamentals in 1996 as we have done in the last three years, our future is limitless.





Scenes from "Magellan," HP's newest futuristic video: Top, engineers at a fictional automotive firm test a new sensing device; below, a car stops short of a hidden object.

What lies down the road

For "Alan Scott," project engineer for a new Magellan car to be introduced in August 2000, the idea of including a collision avoidance/warning system had deeply felt significance.

His young son had barely escaped being crushed by a car backing out of the family driveway. The boy's little wheel toy, which he'd just hopped off, was mangled—it was too small to be seen in the rear-view mirror. A newly available "CyberSight" module could have sensed a small rider.

"Magellan" is HP's newest futuristic video produced by Jan Smith (producer of the prize-winning "Synergies"), this time for the Computer Systems Group. Low-key and convincing in style, it depicts an automotive team in the United States conferring with its U.K. management and a vendor in Japan to make the many changes necessary to incorporate CyberSight into Magellan and beat a competitor's introduction. HP 3-D graphics, present and future, play a starring role throughout.

BOTTOM LINE

For the FY95 third quarter ended July 31, Hewlett-Packard reported a 66 percent increase in net earnings, 34 percent growth in orders and a 28 percent increase in net revenue compared with the same period in 1994. (3Q FY94 numbers are shown below in parentheses.) CEO Lew Platt said, "It was an excellent quarter in most respects. We're extremely pleased with our growth in earnings."

Net earnings were \$576 million or \$1.09 per share on some 527 million shares (\$347 million or \$.66 cents per share, adjusted to reflect the March 1995 2-for-1 stock split). Orders were \$8.0 billion (\$6.0 billion). Net revenue was \$7.7 billion (\$6.1 billion).

NEW COMPUTER ORGANIZATION

To capitalize on HP's strengths and synergies in computer systems, hardcopy products, PCs and support, the Computer Systems Organization (CSO), Computer Products Organization (CPO) and Worldwide Customer Support Oper-

ations (WCSO) have been consolidated into a single Computer Organization under **Rick Belluzzo**. Belluzzo has been promoted to Executive Vice President.

Reporting to Belluzzo are Wim Roelandts, senior vice president and general manager, CSO; Jim Arthur, senior V.P. and G.M., WCSO, and CPO's group G.M.s. Belluzzo will not be replaced as CPO head.

HP TO ACQUIRE CONVEX

HP and Convex Computer Corporation announced September 21 that they have signed a definitive agreement for HP to acquire Convex, a leading supplier of high-performance computing solutions for technical and scientific markets. The 850-person company is based in Richardson, Texas.

Pending necessary approval by Convex shareholders and government regulators, Convex will become the Convex Technology Center of HP and be part of CSO's Computer Systems Group.



Women from 185 countries, including this group from Malaysia, made the NGO Forum on Women '95 in China a global event.

Lending support in China

Women from most of the world's nations gathered in China recently for the NGO Forum on Women '95 and the United Nations' Fourth World Conference on Women, and Hewlett-Packard played a significant part in both events.

HP was the leading computer company in support of the two events. China Hewlett-Packard (CHP) loaned 75 networked PCs, four network servers, 17 HP LaserJets and some scanners that were used primarily at the NGO (non-governmental organization)

meeting in Huairou, 35 miles outside of Beijing.

Some equipment also was used for registration and press coverage at the U.N. conference in Beijing. Afterward, the equipment went to Beijing University as part of a grant from CHP.

The two events drew about 85,000 people, including nine CHP support engineers, 20 Beijing University students working for CHP and Nan Ouyang, a support engineer from HP's Asia Pacific Information Technology Center in Palo Alto, California.

Quoteworthy

“...if anyone in the audience sent or received a fax, e-mail, or a cellular phone call this week, chances are almost 100 percent that the message touched an HP communications component.”

HP CEO Lew Platt speaking at a Telecom '95 press conference in Geneva, Switzerland, in October.

ICTSG CHANGES

For greater collaboration among its units in order to increase HP's presence in the communications marketplace, the Communications Test Solutions Group has replaced the former Telecom Test Division and Network Test Division with a single communications instruments division and new entities:

The Communications Measurement Division under G.M. **Chuck Acken** combines Product Lines 63 and 51 into a new PL 2X.

Reporting to Acken is a new Colorado Communications Operation.

The NetMetrix Operation is headed by G.M. **Bill Tomeo**.

IPG FORMS NEW BU

The Inkjet Products Group has formed a new Asia Pacific Business Unit under **Tommy Lau** as G.M. It is based in Singapore.

The business unit comprises the Asia Peripherals Division under **Phua Han Tian** as the new G.M., the Asia Hardcopy Manufacturing Operation (formerly the Hardcopy Manufacturing Operation) under **Cheah**

Chow Seng and a new China Hardcopy Operation under **Zhou Xiaoyu** as operations manager.

NEW HATS

Steve Feo to operations manager of the Lyon (France) Instrument and Systems Operation...**Joon Keun (J.K.) Choi** to G.M. of HP Korea.

CSO Americas Sales and Marketing has formed two new business units: **Mark Milford** to G.M., Federal Government B.U. and **Joe Cinque** to G.M., Financial Services B.U...In CPO Worldwide Sales, Distribution and Support, **John Toppel** to Worldwide Support Manager.

GETTING TOGETHER

HP, Novell and The Santa Cruz Operation will work together to design and deliver a high-volume UNIX operating system with NetWare and UNIX enterprise services.

HP, Gemplus and Informix have formed an alliance to develop a personal information card with data fully encrypted for secure communication anywhere in the world.

The separation of church and space

LYON, France—"Close to Lyon, there is a village called Villefontaine," says Volker Banken, an HP response center hardware qualifier in Ratingen, Germany. "It's the city where HP has its European Education Center, and many employees go there for training classes.

"Villefontaine may not be as exciting as Grenoble, the site of the former education center, but it is an excellent place to rent a car and explore the area for good restaurants and other highlights.

"One evening, I went to Lyon to capture the evening atmosphere by the Rhone River," Volker says. "On top of a fairly steep hill is a church built in this century. I liked the mixture of the blue sky and the artificial light that illuminates the church in the night.

"I took this double-exposure photo using a Nikon 8008s camera, Kodak Elite 100 slide film and two lenses: a Zoom Signa APO 75-300mm (300mm at f 5.6 at 1/250th of a second) for the moon, and a Tokina 20-35mm (20mm at f 3.5 at 1/15th of a second) for the rest."



VOLKER BANKEN

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