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Measure

For the men and women of Hewlett-Packard/OCTOBER 1970

- involve 'me

Recently I asked the managers of our domestic manufacturing divisions to report their progress in what are called "Affirmative Action Programs." These are programs based on our long-standing corporate objectives of maintaining good citizenship as a company, with particular emphasis on helping minority people achieve greater opportunities through our hiring practices and training methods.

The reports that came back to me have been quite impressive. They show in most cases a very thoughtful and broad commitment by our operating units. They show that hundreds of disadvantaged people have been employed and given the necessary training to qualify them for real jobs. Other projects undertaken by the divisions impressed me by their imagination and enterprise in reaching out to help neglected and often remote groups in the community.

The reports were not intended to go into the other important areas of social responsibility. Nor did they bring out the many individual contributions made by HP people on their own time to causes in which they have a personal interest. Together, these would cover a very wide spectrum of the problems and priorities faced by our society—equitable opportunities for all, people in need, environmental decay, opportunities for education, plus the needs for peace, political reform, and stable economic growth.

While most of our company's activities in such areas are naturally delegated to the local divisions and to individuals, the corporation also has initiated some company-wide programs. These include the appointment two-and-a-half years ago of a full-time equal opportunity manager (Swede Wild), and the function of vice president Ed Porter in top-level liaison on community

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relations. In addition, a variety of special national and community projects have received our corporate support and participation, including Counterpart, EPA Electronics, Santa Clara Valley Skills Center, Urban Coalition, and low-cost housing.

Unfortunately, all of these activities give us little reason for comfort and none for complacency. The daily news makes it all too easy to find evidence of ever-deepening rifts in our society. Today's violence and vehement dissent are not just to be read in headlines, but are taking place in many of our communities. Meanwhile, the news also brings us many reports of flaws and failures among much-needed social programs. These can only add to the frustrations of the people they were intended to help, inflame the protests of the dissenters, and widen the alienations within our society.

But, it does little good to curse the darkness. Rather, it is my belief that there is excellent hope that our free society can survive its crises and prosper, providing more of us become concerned and involved as citizens in tackling our problems.

This special issue of MEASURE shows the involvement of some of our HP organizations and people. I believe it bears out my impression that some very useful work is being done by HP people in many of the crisis areas of our communities. But more important, these reports reveal that the individual can be an effective agent for change. And never before, it seems to me, has there been a greater need for change, orderly and constructive change for the purpose of creating a society that more nearly matches our ideals.

Bill Hewlett

how to get involved...

For the middle-class American to look beyond his fence and become involved in the community at large is not easy. He is already involved in his work and his home and his sports. And besides, he came to the suburbs to get away from 'all that,' didn't he? But one real stumbling block is because no convenient way seems to exist for becoming involved. So now we have the Involvement Corps.

This newest corps is far from being 'Instant Involvement,' but it does offer a unique and interesting approach to involvement for many people in a wide variety of causes. Essentially, the Palo Alto-based corps encourages people to band together in task forces that can set about doing something active and concrete in an area of common interest. Ideally, a task force is made up of 50 or more such people who pledge to underwrite the activity of a full-time corpsman who represents them in the field. Often the corpsman is a young college graduate who commits to at least two years of part- or full-time service on a particular problem of the community where his or her abilities can best be applied. The Involvement Corps itself, just organized on the San Francisco Peninsula two years ago, provides a central clearing house and communications center for the various task forces.

Quite a few HP people have been attracted to membership and taken even more active roles in promoting the concept.

Microwave's Harley Halverson, for example, and the task force he helped found have taken on the rehabilitation of a battered and abandoned grocery store in East Palo Alto. Their hope is to put it into the hands of black ownership and management to better serve the local community. The project is now well advanced physically, thanks to a great deal of dedicated labor and organization, but still lacks someone with capital to come in and make a go of it.

Other HP people are working in the area of ecology. Microwave's Paul Hernday heads a task force supporting Corpsman Brian Barhaugh, organizer of the Ecology Action effort in Palo Alto. John Nidecker and Gary Shramek, also of Microwave, and International's Corrie Peterson are active task force members. Brian has developed a waste recycling project—bottles and cans—which will provide revenue to supplement community support of Ecology Action. Hernday and Nidecker and his wife, Betsy, are working with several other EA members on a modest publication devoted to showing how alternate life styles can be compatible with sound ecology. Transportation is one of their favorite themes. As you might imagine, three of those bicycles parked each day outside Building 5 belong to John, Gary and Paul.

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Children in need...

Twice a week Ena Yale rediscovers just how different—how really tough—life is for kids growing up in a ghetto. She sees it firsthand on Tuesday and Thursday mornings when she drives to Garden Oaks School in East Palo Alto to help tutor 7th and 8th grade minority children who need help in reading. Ena, an executive secretary in Corporate Finance, is one of a number of HP people who, with the company's blessing and on its time, attempts to help the regular teachers in reaching the minds of neglected children.

"Sometimes the schools have hardly any information on the backgrounds of these children. My first assignment, for example, was working with two youngsters who had been 'passed along' through a series of foster homes. They hardly knew their names. Others have very little vocabulary. Some don't even know how to play games. But so many of them are bright children; if we can just give them some attention there's no reason they can't move ahead. But too often they just sit there going nowhere, particularly if they are in the older group."

Begun in the winter of 1968, the tutoring project has had a good number of individual successes but also its share of disappointments and discouragement. Bob Olson,

a plant engineer in Manufacturing Division and an original project participant, said it really should be aimed at a younger age group. "The 7th and 8th grades are almost too late. The kids are too far behind and too undisciplined for unskilled tutors to handle. We could do so much more good by starting with them at an earlier age. Still, the school administrators and teachers felt that we were providing a very valuable service, so some of the assistants such as Ena and Ethel Green continue."

Nevermore, nevermore...

Alcoholism is a big door that swings both ways: no matter how hopelessly far inside one seems to be, there is always an exit; and no matter how far one goes outside in avoiding it, the door is all too easy to open again. That at least is the credo of Fred Huntington, an inspector in Manufacturing Division's tool and die department. Fred is a man who has struggled mightily with the problem, a classic case of progressive, destructive drinking starting at age 15—until the day February 11, 1956, when he discovered Alcoholics Anonymous.

"Go ahead and use my name," he told MEASURE. "It just might make it easier for someone here in HP with the problem to find help." Huntington and his wife have



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responded to many calls for help in their time as AA'ers. They know all the symptoms and the pitfalls, including the illusion that the alcoholic can somehow go back to drinking in a controlled way. "After all these years the 'yen' to have a drink still comes back. It happens when a person is depressed. He feels 'why not?' That's when AA helps. Gives him someone to talk to and take his mind off his problems.

"Who's an alcoholic? That all depends on the person. In my peak I could easily put away a pint of whiskey and 18 bottles of beer a day—just sort of float through the day. Then on weekends I'd really celebrate. But a lot of people can't handle anything like that.

"But alcoholism is really just a symptom of inner problems. In my case, drinking overcame an acute inferiority complex—the memory of alcoholic parents. With a few drinks in me I could talk and mix and work. I got courage. But gradually it took more and more to get to the same stage. In the end I became a walking zombie, a menace to others. Finally, it got to the point where I was on the street with no place to go except this AA center. It was there I found that I wasn't a social pariah, that alcoholism is not a sin. I found friends who could listen and understand.

"Since then I've been in just about every institution

in California you can name, talking to alcoholics and trying to help them out. You see, we need the newcomer as much as he needs us."

The long road back...

What might your reaction be if someone very close to you became hung up on hard drugs? In the case of Dee Cook, wirer on a Santa Clara Division production line, that crisis was passed by herself becoming very involved in the drug scene—the therapeutic side. It's a long, hard road in more than one way. Her involvement takes Dee and her husband about 100 miles north each weekend to an old ranch house in back of Napa State Hospital. Here what the Cooks do most is active listening. "I noticed when I first came here that they needed someone to talk to. I figured I could do that." The Cooks also undertook to sell the large, decorated candles that the 'dope fields'—as the residents of the farmhouse call themselves—manufacture in between encounter sessions and periods of silent meditation. The therapy program, all undertaken voluntarily, may take months or a year or more. According to Dee, only one graduate of the more than 50 who have taken the farmhouse cure has ever gone back to hard drugs. That person, she is thankful, was not the one who first brought her to it—her son.

...in jobs

JOBS and jobs...

Probably the top item on any list of social responsibilities for a corporation would be providing job opportunities to the *whole* community. By definition, in today's society this must mean the active seeking out, hiring and training of minority people and others born into the low end of the socio-economic spectrum. This has been HP's approach, and it is carried out using a variety of programs. For example, Bob Najera of Automatic Measurement Division is one of more than 100 people hired by HP in the Palo Alto area since 1968 through JOBS, a National Alliance of Businessmen program. In coming to HP, Bob lacked the experience usually considered necessary by industry. But, with a family to support, his desire to learn and work was high. JOBS made this possible by providing training with pay, then a start at a real job. Since then, Bob has progressed through three assignments. In addition to the national and state programs, HP divisions have also undertaken their own local programs in reaching out to disadvantaged people. In these, many minority people have been hired in the normal course of filling jobs—and trained by HP on the job where necessary. The company's summer hire program has also become important to minority people. Over the years, thousands of high school and college youths have worked their vacations earning money for college expenses and learning something about industry in the process. In recent years the emphasis has increasingly been put on minority students, a number of whom come through special HP-supported programs such as Youth Job Fair.



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Loans where they're needed...

HP Italia, as one example of HP's involvement overseas, is a great believer in the instrument loan program. Corrado Zanca of the calculator group (standing) and members of a medical research team from Milan's Maggiore Hospital discuss a new technique for treating accessible tumors. The team perfected the technique with help from a loaned 9100 calculator system. In addition, HP Italia has loaned a gas chromatograph to Milan University's Pharmacology Institute, where it's being used for important research into causes of a rare skin disease.

A place for minority managers...

Jobs for blacks are one thing; management positions . . . well, there just aren't many blacks in industrial management these days. Dave Jordan of HP Associates and Cupertino's Roy Clay, as HP's reps to the National Urban League's Black Executives Exchange Program, want to do something about that. The program's approach is to interest black students in pursuing business management for careers in industry. Through it, Dave and Roy will spend two days each at one of seven schools participating. They'll talk about their special subject interests—personnel management and computer science, respectively—but they'll also put a lot of emphasis on careers. Dave feels there's a natural tendency for blacks to avoid areas where they haven't seen success before. "They traditionally have headed in other directions—law, medicine and education, for example. Industry has no tradition of success for them." Perhaps more important than the course material will be the fact that—just by their being present in the classrooms—Roy, Dave and many other Negro executives from companies throughout the U.S. will be living proof to the students that there is a definite place and need for them in industrial management.

Effective activism...

What can one person do to influence events? Can he or she really make a difference, for example, against massed and monied opposition? Help get a bill passed or blocked?

Santa Clara Division's Jobst Brandt feels the individual who takes action can not only be useful in his own cause but actually effective far beyond his normal expectations. That's because so many other people—the silent majority—will probably do nothing. So, by contrast, a letter or a visit or some other simple action besides the vote will stand out and be looked on as having great significance.

Jobst, a member of the division's R&D staff, has been urging this active approach in a variety of causes, with emphasis on environmental issues. In one instance, he

recalls, he and 13 others showed up at a meeting to oppose a special interest that wanted a variance from a proposed green-belt plan. Their presentation—calm and informed—won the day.

Brandt, a member of Zero Population Growth and other environmentally oriented groups, also promotes quite a bit of letter writing to legislators. He thinks, in fact, that letter writing helped change Santa Clara County's advertising away from the "unlimited growth" approach. In this letter writing he is often joined by fellow Santa Clarian Pete Shorer and others.

"I always have copies of the legislative address list available, and Pete is a very good man at drafting appeals.

"Unfortunately, too many people here and elsewhere are apathetic. Or maybe they're too concerned with their jobs and their pay. But unless we get some of these environmental jobs done there won't be any good places to live or work."

Help towards self help...

Ever heard of the 'working poor'? They work—they want to work—but their income just won't bring home enough food to last them through the week, or clothing to send their kids off comfortably to school. Often, they have to travel long miles on slow buses to low-paying temporary jobs. Betty Lofton of Colorado Springs knows about such people. She grew up in the black community of Philadelphia, and rediscovered many of the same ways of living when she settled in Colorado Springs with her soldier husband. Now, through the Urban League, which HP's Dick Ouellette introduced her to, Betty helps where she can. One event was particularly effective, she recalls. This was a workshop for the working poor of the neighborhood. The Urban League people made the arrangements, but the people themselves were the ones to contribute most of the ideas. They were self-help ideas, such as arranging transportation. In Colorado Springs, as in so many small towns, there is very little public transportation, so a little help can make a big difference.

education

Besides providing summer jobs to students, how can a corporation involve itself in the support of education? Here's an HP sampling:

Instrument Donation Program: Well over \$150,000 worth of instruments each year is given to colleges and universities throughout the country. Many additional instruments have been loaned to institutions doing important research but lacking the funds necessary to buy equipment.

Funds Matching: Since 1955, HP has matched more than 3,000 individual contributions by employees to 102 accredited colleges and universities. The com-

pany's portion? About \$165,000.

Scholarships: Almost \$145,000 has gone to sons and daughters of employees through HP's Scholarship Program, with more than 260 youngsters having benefited since 1952. An increasing number of awards has been made each year. Last year, the individual scholarship sum was raised from \$500 to \$750.

School Stock: Discarded electronic parts and instruments are made available to school teachers. Though the value of these has been written off by HP, they are dollar-savers for the schools, and the educational value is beyond estimation.

A winter night's dream...

"They're like children." In her eight years of weekly visits to the local Fernal School for mentally retarded people, Waltham's Lucy Chiasson has learned to appreciate the politeness and kindness of the residents who range from infants to 85 years old. One of 18 *Legion of Mary* women who help the staff tend their gentle flock, Lucy talks with them, reads to them, brings them goodies, and during the summer sometimes takes them home for cookouts. "My, how they can eat. All winter they dream about cookouts. It's a very big thing in their lives."

After prison?

What happens to ex-convicts? Cupertino's Keith Elledge discovered the unhappy answer when he and George Lewis of Automatic Measurement Division looked into that question some five years ago. In brief, they found the new ex-con too often is thrust into an unsympathetic society with little on his back, less in his pockets, without a job or a home, and in desperate need of someone to talk to and willing to take up his cause. Ex-Squared, the organization Elledge has presided over since 1968, attempts to remedy these problems for the former prison inmates who come back to the San Jose area. More than 200 such men have now come through the doors for rehabilitation help. But Elledge and his associates, including Russ Becker of HP Corporate Finance who serves as Ex-Squared Treasurer, are far from satisfied. "What we are looking for is a kind of 'halfway house' to accommodate up to 30 men, and where they could receive the counseling and psychiatric help they need."



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Keeping faith...

As the headline at right indicates, Hewlett-Packard was in need of some special help. Long weeks before appearance of the ad in the Escondido *TIMES-ADVOCATE*, the San Diego Division had attempted to find low-cost housing for the families of eight of its black employees. They were among the work force the company was attempting to move from the former Pasadena plant. But it has not been easy to fulfill the promise of housing for all employees, according to personnel manager Dick Schlemmer. Despite a shortage of low-cost housing in the area, two or three months of looking turned up homes for 100 or so white families... but none for the blacks. "We've tried just about everything, but places that were available to whites suddenly became unavailable when landlords learned the tenants would be black." Placement of the ad was one of the division's most recent efforts—and indicative of its determination to keep faith.

We need help.

This month, we are closing down our manufacturing operation in Pasadena, and moving into our new building in Rancho Bernardo Industrial Park. We left Pasadena to escape the smog and traffic of the L.A. area, and most of our Pasadena employees are picking up stakes to make the move to the Escondido area.

Relocation is a hard enough task anyway, but a few of our people have found it harder than expected. They have three things in common:

- They work for HP.
- They can't find housing.
- And their skin is black.

Our employees are our only irreplaceable asset. We think we have the best people that can be found. Anywhere. And the feeling is mutual. They show trust and confidence in the company to face the hardship and frustration to relocate in an area strange to them.

If you have a home available for rent, sale or lease, or know a neighbor who has, call Dick Schlemmer at 487-4100 or 487-4130.

HEWLETT  PACKARD

SAN DIEGO DIVISION

An equal opportunity employer.



At long last...

For the men and women working around this table, their dream of a modern, centralized facility to house and rehabilitate handicapped people in Colorado's Loveland and Fort Collins communities is now so close they can almost taste it. But not quite. After eight years of planning and hard work, there is one more year to go. What they set out to overcome, according to HP's Jack Kirkpatrick (at right) who has chaired the board for the past three years, was the problem of properly serving handicapped people in two old facilities set miles apart and very limited in capacity. By combining them into the new Foothills Gateway Rehabilitation Center, Inc., they expect to come up with the best equipped and staffed institution of its kind. To do that, the efforts of the Trustees have centered on fund raising. In this regard, says Chairman Kirkpatrick, the talents of Bob Shuffler (center)—once an HP line salesman and now administrative assistant to the Loveland general manager—were particularly vital. In all they raised more than \$300,000 and now await Federal matching funds for their non-profit center. Tomorrow can't be soon enough.

people

Fresh Air for Charlie...

It's like a million miles away for a Harlem kid, such as 11-year-old Charlie here, when he gets a vacation in the country. Charlie spent a couple of recent summer weeks with the family of George Miller, R&D manager at the Avondale Division, under a New York program called The Fresh Air Fund. At first Charlie could hardly believe that Robbie Miller's bike wouldn't be stolen when he left it around, or that the screen door wouldn't be busted by some unwanted visitor. But gradually he came to recognize the lack of hostile forces. He also learned to ride a bike, skip stones on Chesapeake Bay, and have fun with smoker sticks on the beach. Actually, Fresh Air vacations are kind of a tradition around Avondale; this year the Millers were joined by the families of Hans Van Heyst, Joe Campbell and John Poole in opening their homes freely to New York City youngsters. It's a tradition that goes back to 1877.

This year more than 15,000 "Fresh Airs" got a new breath of life.





A turning point...

Would you believe HP products labeled "Made by Hopi Indians"? While it's true they are not so marked, it is also true that members of the Hopi tribe have worked on the assembly of various HP components, right there in Oraibi, Arizona. This unusual business arrangement came about when Loveland Division had more of this kind of work than it wanted to gear up for. Ken Landes took the trouble to look around for a place to put it where it could be a significant addition to income. It happens that Ken knew of just such a place, Oraibi, where the average family income was only \$1,000 a year, derived mainly from making Indian dolls and other tourist curios. In Ken's view, the \$11,000 paid so far for work in Oraibi under "Operation Turning Point" has been very well spent— not only in good work but in friendships and satisfaction.

A very similar situation arose in the Customer Service Center at Mountain View this year when the Paramus center transferred the parts supply operation. Bill Stokes, receiving and packaging supervisor for CSC, quickly needed special help in handling the many new items in his charge. At the suggestion of various people, he investigated Hope for Retarded Children and Adults, Inc. Since then these handicapped people have packed more than 100,000 HP items. Again, says Stokes, the work is a welcome source of income and satisfaction to those doing it.

...in the community

Working together...

Kemp Miller, senior lab technician for HP Labs, is carried on the books as a "loaned executive." His is one of a number of similar assignments HP has supported over the years for important projects outside the company. Kemp's thing is "Counterpart," which he founded and now directs full-time while remaining on the HP payroll. Counterpart is a unique organization of whites and blacks working together to solve problems in the primarily black communities of East Palo Alto and East Menlo Park. "Paint Up/Clean Up" campaigns have resulted in 200 newly-painted homes, summer jobs for teenagers. Counterpart also purchased an entire shopping center to help keep the community's retail dollars at home. There are many other visible successes brought about by Counterpart. In the past, HP has loaned executives to the United Fund and other charities, the National Alliance of Businessmen, and to several state and federal agencies—wherever it was felt the individual could make a major contribution. Most recently, Connie Henderson of Corporate personnel was loaned to the Opportunities Industrialization Center West (OICW), a self-help training and job opportunity organization.





Building confidence...

Youthful offenders of the law need more than a second chance—to get in trouble again. Which helps explain the warm greetings being exchanged here. The girls in the foreground are charges of the Huntington Beach Probation Department. Facing them, from left, are three girls of the HP Fullerton, California sales office—from left, Dottie Frerichs, Marie McCarthy, and Susan Sturm. Once each week the HP Neely girls drive 40 miles to Huntington Beach where they conduct very popular classes in grooming, styling and various crafts. In addition, Marie serves as the organizer and coordinator of the program. Her aims are to raise funds in order to expand their activities and to equip the girls with work experience—and a fresh outlook on life.

Chief of the Watchung Nation...

Not all community involvement is crisis-ridden. But it might well become so if volunteers were not forthcoming for the traditional roles of troop leader, fire fighter, and Saturday-morning maintenance man at the local pond where the kids skate on a winter's day. These are some of the unheralded jobs that make towns, especially small towns, go.

In the township of Harding, for example, New Jersey Division's Bill Dudley takes on all kinds of recreation association projects, serves as communications officer for the local civil defense, and for the New Vernon volunteer fire department, and is on call to the police force when first aid and traffic control are needed.

Then there's Bill Pierce of nearby Summit who got into the "Y" Indian Guide business as a father. One year later he was chief of the Huron Tribe, finishing this year as the great Chief of the Watchung Nation, all 45 tribes of same, and presiding over its longhouse as Chief Red Cloud.

No less active across the Atlantic Ocean are Alastair Sharp and Alan Gardner of HP Ltd.'s South Queensferry plant. Between them they pretty much run the local Scout program—programme as they spell it—and a very lively one it is in this the homeland of Founder Baden-Powell. With the goal of enriching the experience of Queensferry's youth, they have helped provide the usual camping, hiking and outdoorsmanship, plus mountaineering, swimming, rifle shooting, pony tracking, communications, photography, sailing, canoeing, model building, ice skating, ham radio—and a lot of unspoken lessons in leadership and good citizenship in between.



...in politics



The significance of numbers...

While HP Labs physicist Egon Loebner may spend his days working in the scaled-down world of semiconductor devices, such as light-emitting diodes, no one in the know would ever accuse him of thinking small. At the moment, for example, Egon's intense involvement is in proposing no less than the total reform of California's political structure. He is saying—to a variety of public and private audiences—that individual, local and regional interests cannot possibly be heard, let alone represented, in a state body 120-men-large that attempts to legislate on behalf of 20 million people.

Loebner's involvement in this big question—which is certainly not just a California problem—began shortly after he started looking into technical aspects of the ecology of the San Francisco Bay Area. The political hurdles to effective control of the environment soon became all too evident.

Applying the eclecticism expected of a lecturer of heuristics, which he is at Stanford University, Loebner began putting together figures based on James Madison's theories in the *FEDERALIST PAPERS* with some others derived from new sub-fields of the life sciences, such as physical psychology. Using data from these and other sources, Loebner first concluded that the basic electorate of regional government should be around 25,000 people; much more than that clogs the flow of communication and communion between the represented and the representative. Next, from Madison, he concluded that a governing body of more than 150 representatives was tending to unwieldiness.

In applying these figures to California, he found that

the state's voters are represented at the state level by a factor $2\frac{1}{2}$ times worse than that of the next worse states—New York and Pennsylvania.

Egon, who has devoted many hundreds of hours to research and public appearances on the subject, cites a bit of personal proof in this regard: Recently he tried a half-dozen times to leave word for a state senator to call him back, to no avail. "It's not his fault. He doesn't know me, and he's already overloaded trying to represent too many people."

In answer to this problem, Loebner proposes in a document titled "Preliminary Plan for a Regional Legislature in the Bay Area," that the state delegate many of its powers—particularly those of local nature—to a regional government. The Bay Area, with its geographic unity and its common problems such as pollution control, waste disposal, and transportation, would make a natural place to start. Moreover, its population of some 4,000,000 people roughly equates the module for ideal regional government size. In fact, he points out, it is very close to the total U.S. population of 1776, a population which the founding fathers took care to have represented by several state governments.

Does this mean that we should put off environmental projects until political reforms are achieved? Not at all. On the contrary, Loebner believes that a campaign for the kind of regional government he proposes would help make people of the area and its many local jurisdictions more aware of their common problems and opportunities.

The dawning of the Age of Aquarius, when peace will guide the planets and love will steer the stars, is more than a myth to many of today's young people. It could be a reality, they say, if only . . . and they raise many *if onlys* about the methods and goals of society. But they go beyond being merely idealistic, many of them do. They show a willingness to act, to commit, and to confront.

Since young people will have an increasing influence on the fortunes and conduct of businesses, including Hewlett-Packard, *Measure* sought out several of them—not necessarily Aquarians—who were known to have given thought to some of the questions of social responsibility. In particular they were asked to reflect on the role of the corporation:

new voices...



... with a new challenge



Dean Forbes,

physicist in HP Labs, physics graduate of Harvard, theology graduate of the Pacific School of Religion in Berkeley, and former Peace Corpsman in Nigeria, feels that at nearly 30 years old he has been caught in the middle of the generation gap: "I listen to the kids in Berkeley talking about the establishment, and my reaction is 'It's not all that simple!' Then I listen to people here—establishment types—talking about students and I want to say 'You're making them into stereotypes—not people! You're oversimplifying!'"

"I suppose that's the big thing I've noticed in moving between Berkeley and my work at HP—the lack of real awareness of what the other is all about, a breakdown in communication.

"I've found that in business we are very insulated. If we don't want to confront a lot of the harsh aspects of our society, we really don't have to—except when we watch the news on TV, and even then we can tune out. It's understandable to some extent. To react fully to the reality around us is more than the psyche can handle. We'd be

ineffectual bundles of trembling nerve ends if we tried to do it.

"But we must try to think of and treat each other as people. That's really where my concern is—rather than any ABC of 'What should HP do?'"

"I think it comes down to a choice, regardless of whether we're thinking of ourselves as individuals or representatives of a corporation. And that is: Do we want to communicate with people and convince them that some of the things we are striving for have validity? Or: Do we want to be self-righteous about everything by denying others any ground for their beliefs and denying our own responsibility for the problems that concern them?"

"One of the obstacles here, for a corporation anyhow, is that large institutions seem to have no personality center. To the outsider this can lead to absolute frustration when he tries to address himself to them. So the tendency—and the tactic—is to imagine a bogeyman at the center, and try to gain its attention or attack it.

"There are ways of handling this problem. As a company we should speak and act more forcefully in areas of social concern.

"In this regard, the HP corporate objectives are a very positive thing—a good start. Some people say that they're like many constitutions—just paper rhetoric. But they have excellent parts, particularly the part asserting we're here not just to make a profit but also to be socially responsible.

"I know the work I'm involved in at HP Labs—advanced electrocardiography, aimed at employing computers in detailed heart diagnosis—partially bespeaks the company's concern.

"If I were urged to suggest just one thing that people can do it would be that they pick a problem area and invest a certain amount of themselves in that area and stick with it. It does no good to have concern without action—so many well-intentioned social projects have failed because people came to them expecting too much too soon, or came in a faddish way.

"It comes down to a question of evolution versus revolution. At the seminary in Berkeley, we had a group that wanted to change things to a 'participatory democracy' sort of thing. We went through a confrontation of students—against-administration. We even had a bombing. Some who became distrusted by both extremes, tried to bring people

together, whereas the extremists of both sides wanted to crash through to victory.

"The slogan of these new seminarians was 'out of the ashes will rise the Phoenix'—a new revolutionary order! Well, I just didn't buy it. The new order that arose out of the ashes of the Reichstag fire was Hitler's.

"In my view, positive social change comes through evolution—and it can be a frustratingly slow-etching process. On the one hand, it is driven forward by people obsessed with the inequities they see and experience. On the other, it is retarded when those who resist change—or those who instigate it—deny the humanity of their opposition. In the process of dehumanizing the other they dehumanize themselves. Just as bad is when the evolutionary process is compromised and perverted when we 'can't be bothered'. But change is coming—our survival depends on it."

Larry Banks,

a graduate of M.I.T., now going for his advanced engineering degree and Medical Electronics engineer at Waltham since 1969, feels that corporations had better look forward to much greater social concern by young people coming into the ranks of industry: "One of the reasons for the impatience of young people today is that they have been taught the idea that time is running out on solutions to the many problems that beset society. Whereas the older generation has not had this orientation, and has concerned itself mainly with management and making money?"

Is there a way to resolve these differences?

"I think there probably needs to be some re-education in social responsibility. After all, we do this in engineering—keeping ourselves up to date in technical matters. Why not do the same in the even more vital matters of environment and society? It would be a very enlightened thing to do. But we can't wait 20 years for it to happen.

"Actually, I don't think social concerns should be a bureaucratic function in the corporation. But some VP in the company should have it on his docket, and all of them should be concerned. And at the annual meeting, say, they might report on these activities.

"When you look closely, it becomes clear that corporations taken together have a tremendous role in the conduct of our society. They represent a huge potential for getting things done, far more effective in many areas than government. I'd like to see that potential put to greater use."

Joe Gill,

1967 graduate of Brooklyn Polytechnic, and now an HP field engineer out of the Lexington, Mass. office, feels that corporations should take an interest in students long before they are about to graduate: "There seems to be a vacuum below the upper college level in grants to students by individuals and corporations. This is too late for many students, particularly those in ghetto areas.

"A lot of younger students in the ghetto have plenty of natural ability to advance through the education system

into industry. But they never make it, because they don't hear about such opportunities and nobody gives them that little extra help to get there.

"I'm concerned that many of the programs that have been initiated by industry in the problem areas are floundering. I think it's time to re-evaluate, to be more creative. In this regard, individual employees bear much of the responsibility. But the companies could do a much better job of motivating their people to work in these areas. It could be part of a person's job performance."

Roger Dennison,

1969 ME graduate of Worcester Tech, Mass., and mechanical engineer at the Medical Electronics Division in Waltham, is a young man with a strong vision of society, one that would live up to its promises: "My basic feeling about America is that we have a great system. But we abuse it. We have a great judicial system. But we abuse it. We have a great Constitution. But we don't use it right. And capitalism is a great way of organizing people and resources and materials. But it is getting to the point where the person for whom it should be organized—the consumer and private citizen—is a puppet who is manipulated, rather than a judge of what is produced."

What can a company—what can HP—do?

"For one thing, we must become very particular about quality. This is especially true in our medical business. Otherwise, someone's going to say 'Let's regulate that company or that industry and make it conform.'

"I think a corporation also needs to become concerned with the larger issues of society. The question of resources, for example, is one in which we can take an effective stand. This is a critical and growing worldwide problem. We are using many of our planet's resources up far too fast. So, as a people, we've got to come around to the understanding that we don't have an unlimited right to consume. I think there are probably things that we as a company could do about this problem. I don't exactly know what, but perhaps it might involve such ideas as using small cars as company cars, or taking a lead in pollution-control standards. Regardless of the specifics, the point is that this kind of thinking should be part of the decision-making process of the company. And the trick is not to distinguish too finely between the goals of profit and social performance, but rather let them work together in a clear but undefined relationship.

"The big thing I would like to see happen is that people open their minds and become informed on all points of view. Because to see them narrowly is not to really see them at all. The free enterprise system has not done a very good job in this regard. As a result, there is a mass of critics and dissenters out there ready to attack it. These critics have discovered that they can apparently get results by organizing, marching, and throwing some rocks. The free-enterprise establishment could so easily take the pressure off itself if it would only take the lead in solving the problems that generate it.

"It's really a question of survival!"

Measure

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***better to light
one small candle
than to curse
the darkness.***

