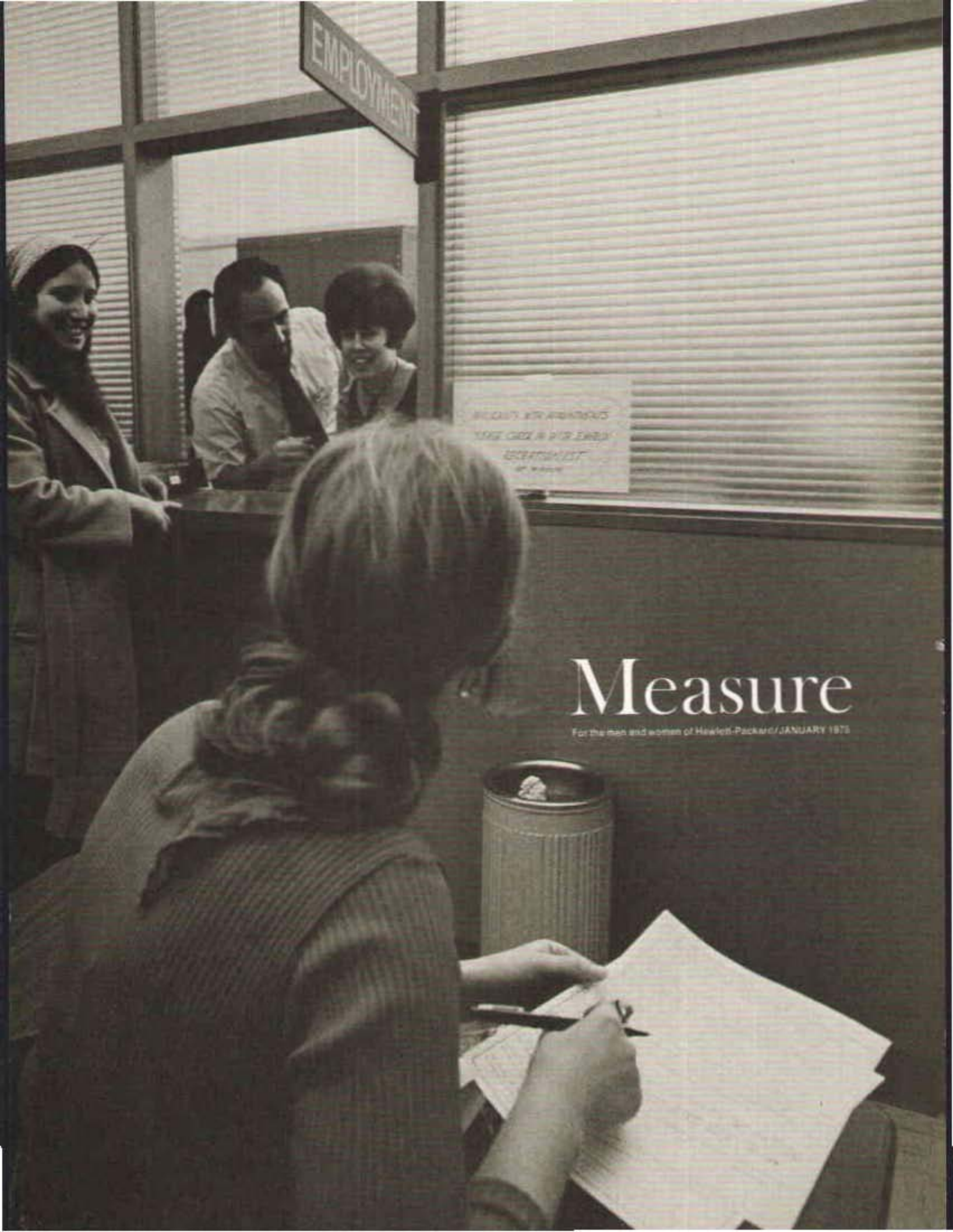


EMPLOYMENT

WE CAN'T GET ANYMORE  
YOUR COPY IS OUR EMPLOY  
MENT LIST  
OF WORK

# Measure

For the man and woman of Hewlett-Packard/JANUARY 1975





## From the president's desk

As I'm sure you know, we set a number of record highs in our operating results for fiscal 1972. What you may not know is that we also reached a record high in employment. We added 4,340 people to the HP rolls during fiscal 1972, bringing the company-wide total to nearly 21,000. This is one of the largest annual growth rates in the company's history, and it represents a 27 percent jump over 1971. Looking at it another way, there was a 25 percent increase in U. S. personnel, and the international operations registered a 33 percent increase. Interestingly, the number of people joining HP in 1972 is just about equal to the total employment of the company as recently as 1961.

Our forecasts indicate that we can expect another sizeable increase in employment in 1973. This means that the selection and hiring of

people will continue to be a very important activity. Important not only because of the volume, but also because we have always believed that hiring people is more than just a matter of meeting short-term requirements. We fully intend that they stay around for a long time, and actively participate in the growth of the company.

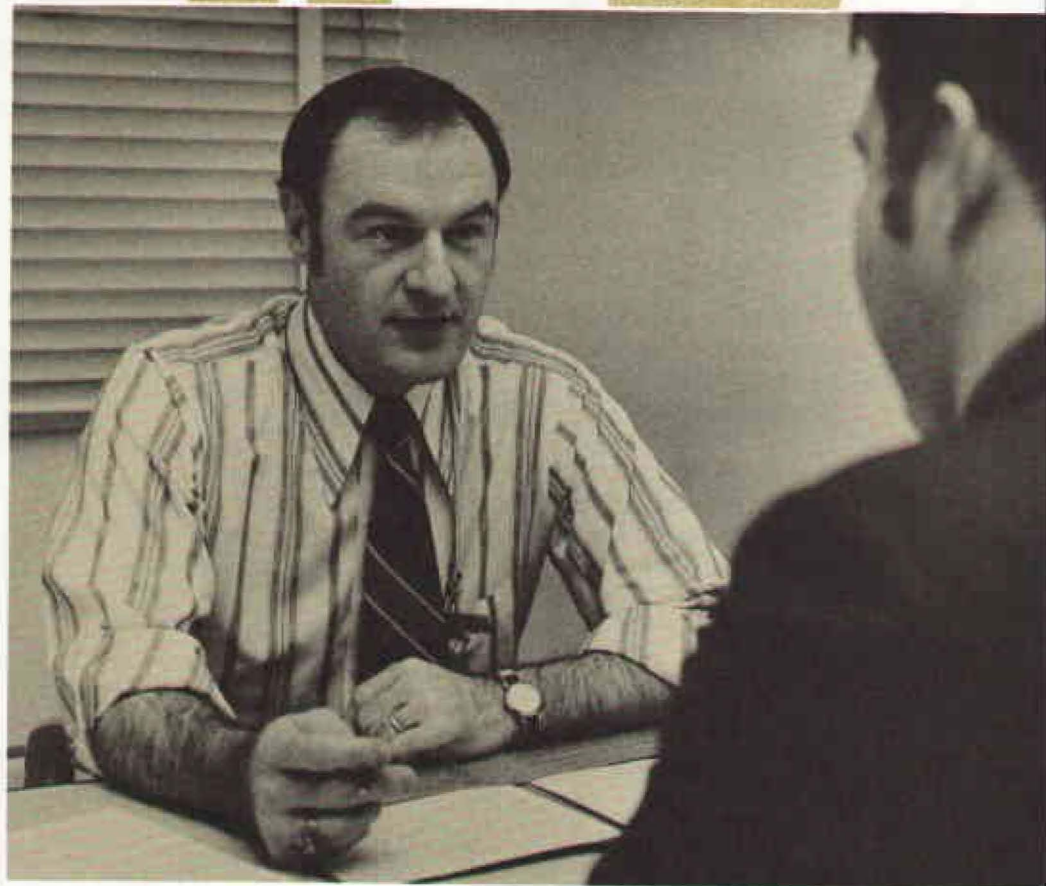
This special issue of MEASURE takes a look at the many aspects of the hiring process at HP. Being a high-technology company, college recruiting for engineers and scientists is a key element in our hiring process. However, our ability to find and select qualified and qualifiable people to fill the many other openings within the company is equally important.

We use a variety of methods in our search for people, but one of the most satisfying to me is when employees encourage other good people to apply for work at HP. This voluntary effort has been invaluable over the years in attracting and keeping top-flight people—and that, in the final analysis, is the strength of the company.

*Bill Hewlett*



**We go looking for our future**



### **The HP 20-minute electric Kool-aid acid test for graduating engineers**

□ The statistics are impressive: During 1972, more than 5,000 graduating engineering and other university students in the U.S. were interviewed by HP recruiters, 500 were invited for further mutual evaluations by the divisions and regions who in turn made 265 offers to which 200 said "yes."

The high selectivity and acceptance rates revealed in these figures may well be unprecedented in our industry.

The organizational work that went into that effort, coordinated through the Corporate Professional Recruiting office in Palo Alto, also was on the super side: Teams of from 1 to 7 recruiters representing all U.S. divisions made 116 visits to 83 campuses in those critical months prior to graduation. Much the same program already is underway for 1973. During these first few months of the new year, there are approximately 75 teams completing or preparing for campus appointments around the country. In addition, various other forms of university recruitment are actively underway in areas of operation outside the U.S.

But what the company's campus recruiting program really comes down to—what generally turns things ON or OFF for either the student or the company—is an encounter, lasting no less than 20 minutes or more than 30, between a seasoned HP professional and the candidate. At stake is not only the career of the youthful engineer or business-trained student but possibly the future of some important phase of the company's business. Because the record shows that university recruiting has provided the company with its largest source of management and scientific talent.

So, when Rod Carlson of Microwave, Dick Moore of Loveland, Jim Kistler of MED, Blair Harrison of Colorado Springs, Rick Kniss of HPA, Keith Morris of Southern Sales, or Jack Noonan of Data Systems sit down with a candidate, as they all did on various campuses recently, there's something of the "moment of truth" in their meeting.

Listen to Jack Noonan as he recalls his recent visit to the Engineering Analysis Center at Utah's Brigham Young University: "My first goal is to put the student at ease. I try to get him talking about his main interests. In particular, what would he like to do at a company such as HP? What projects has he been working on? Then I might ask him some technical questions.

*"What I'm looking for  
is enthusiasm—  
for his work  
and his future."*

"What I'm looking for is enthusiasm—for his work and his future. At the end I'll ask him what would he like to know about HP? He's already seen our brochure, and he most likely has worked with our instruments, so he's reasonably knowledgeable.

"Of the half-hour allotted each student, I'll always take the last few minutes to fill out the evaluation form and to write out any personal comments and recommendations. That evening the team will get together in one of the hotel rooms and discuss the people we've interviewed. We'll cross reference each other. Because we're not just looking on behalf of our own division but for the company as a whole. Our recommendations will help determine which divisions will want to see which students.

"It ends up with the future employer, that is the division, making the final interview and evaluation as well as the offer if it's made."

According to Allan Richardson, manager of Corporate Professional Recruiting, "It's the expensive way to go, no doubt about it. Some big companies simply have centralized recruiting departments that perform all the screening and hiring. Then they just send the new fellow over to meet his new boss who's had very little say in all this except to fill out the requisition.

"But, given our philosophy that the guy or gal who is given a responsibility should have the say in how it is done, in the long run ours is the most productive way.

"It's also a great opportunity for some of our senior people to get out in the field, see what's going on in the universities, and to represent the company. The amount of personal effort that goes into that is what impresses me as much as anything."

Representing both Data Systems Division and the company, Jack Noonan interviews a graduating computer sciences student during a recruiting visit to Brigham Young University. The day before, the HP team, including team leader Merrill Brooksby of HP Labs, Doug Scribner of Microwave, and Rex James of Loveland, put on a technical seminar for the campus chapter of IEEE. As many as 75 HP teams call on more than 80 U.S. college campuses during the recruiting season.

(continued)



### **Gaining experience...**

"Growing our own" by taking and training young graduating engineers, MBAs and PhDs long has been the main highway for professional development in HP's operating divisions.

Yet during the past year the U.S. organizations hired three times as many experienced engineers as they did university recruits. The outlook is for more of the same in 1973.

You don't have to look far for the causes—growth and diversification of the company's product line. For example, both Data Systems and Medical Electronics, which represent new and resurgent markets for HP, will bring in twice as many experienced people as they will college recruits during the coming year. Even the traditional instrument divisions of EPG—notably those in the components, systems and other newer fields—will employ a substantial number of experienced people.

Excluding the sales regions, which have always concentrated on acquiring experienced people, by far the biggest current program of off-campus professional recruitment is underway at Data Systems in Cupertino. So intense is their search these days that, for the first time in the history of an HP product division, a full-time recruiting staff has been formed.

Heading the staff of four is Ken Coleman, an assured and articulate graduate of Ohio State University. With a long and ever-growing list of openings in hand, Ken has been heading up an innovative and aggressive approach to bringing in qualified applicants.

For a start, he and his people review the scores of résumés that come in each day, many of them from Cor-

porate Professional Recruitment which receives applications at the rate of 75 to 100 a day.

But there will be many jobs that just can't be matched up in this manner, so Ken will run quite a few local and regional ads to attract the special skills needed within Data Systems. Given the high concentration of technical skills in the Bay Area and the West, together with HP's reputation, this is generally a productive method.

As an example of Cupertino's "go get 'em" approach, Ken was on hand at the recent Fall Joint Computer Conference in Anaheim, California. A special ad run prior to the conference was used to set up meetings with prospects.

Finally, if and when such methods don't work, Ken will turn to outside agencies that specialize in recruitment of technical and executive people. The cost of this approach runs quite a bit higher than the other recruitment methods.

"But sometimes it's necessary," says Ken. "Our ability to bring good people in is our future."

### **Now, let's hear it from the "no's"!**

You might expect nice words from people who chose a company that also had the wisdom to choose them. But what about those who found reason to reject our offer? What might they have to say? It turns out—in a survey conducted recently by Corporate Professional Recruitment—that they generally think very highly of us. The 40 "refusal" replies received (out of 63 survey letters sent) all rated the company and its people very highly. Their reasons for refusing were quite varied but most often stemmed from personal situations or not seeing the right "fit" for their capabilities and goals. The survey produced some very useful comments on our recruiting methods. It also yielded one classically brief answer to the question of why the HP offer was refused: "Mistake!"



Two major facets of HP's program to recruit experienced professional people are illustrated here. In photo at left, Cupertino's Ken Coleman (right) talks with prospect on floor of Fall Joint Computer Conference. Meeting had been arranged previously. Above, Con Koreneff, a senior applications analyst, represents the many senior engineering people who have been attracted to HP by friends. Con, a software executive and consultant over the past dozen years, learned of Cupertino's specific need for his qualifications through Hugh Fields of the Computer Applications Lab.

### *In Japan, a place to grow...*

One of the great strengths of Japanese industry has been the unique agreement between employers and employees. Instead of operating as adversaries in the manner of many union-management relationships in Western countries, the Japanese long ago resolved the questions of job security and mutual loyalty by virtually signing each other up for life. Only the gravest of delinquencies by either side could dissolve this family-like relationship.

But observers, including YHP director Dick Love, report a changing attitude toward this institution.

"Until recently," Dick said, "it has been virtually impossible to hire an experienced person, because no one ever left their original employer. That was considered disloyal—and still is in the more conservative organizations.

"In the last few years, however, young people have begun to challenge the system. They want more recognition

*"In the last few years,  
young people have begun  
to challenge the system..."*

and flexibility. Many of our applicants complain that their former employers offered them no place to grow. For years, some of these companies had been hiring great numbers of 'freshmen' recruits from the universities—more than they needed. But with no one leaving, the result was an oversupply of candidates for positions at all levels. They couldn't even change from one division to another even if their talents were ideally suited to the change.

"So our appeal of matching jobs to the capabilities and desires of the individual has proved very effective. In addition, we have been able to offer training, opportunities that can arise in working for a multi-national organization, and a superior benefits program.

"The result is that in Japan we now are able to recruit more or less along the same lines as we do elsewhere, that is from the universities as well as from the ranks of experienced people. But leaving one company for another still is not an easy thing for a Japanese to do. A lot of professional frustration on his part plus a good deal of negotiation on ours are involved.

"There are some other interesting differences we deal with here. The Japanese universities, for example, while excellent in their theoretical instruction, do not teach much in the way of practical electronics. Likewise, the engineer candidate just coming out of the university probably hasn't seen the inside of a company. So he is truly the 'freshman' they call him here.

"The competition for the best of these young students is very keen, so we start recruiting them much earlier than in the U.S. For the 1973 graduates who will join us this summer, our recruiting activities started in March of 1972. We wound up this program in October, with most agreements reached by June and July.

"These are firm commitments to hire, so when this point is reached the student is no longer a candidate for other companies.

"Another interesting difference centers around a directory put out by a large publishing firm. It's a handbook for the whole country, and university students get a free copy. In it is a sketch of each company operating in Japan—its philosophy, size, record of hiring, starting salaries, last year's bonus, job openings, educational opportunities and many other details that go far beyond anything that is published in the U.S.

"This generates quite a bit of recruiting response—more than any other single source, in fact.

"In other respects, our university recruiting is slightly different from the U.S. and European programs. When we call on a university we send personnel people as well as graduates of that university. We maintain very strong contacts with professors, and generally interview only those students who are recommended as good potential hires. The professor is really in the middle here as he also recommends the companies to the students as well as vice versa.

"Being a western company tends to favor us now, especially among the many young people who are seeking greater challenge and broader opportunities. But we also have a strong Japanese affiliation, so we are in a good middle position."

*(continued)*





### **Six hours in the life of Pat Schattle**

It may seem over-dramatic to say that lifetimes pass in front of Pat Schattle as she presides behind the reception window of the Palo Alto employment office. But in a real sense they do. Because her visitors come laden with all manner of hopes and fears, talents and traumas. They come by the dozens each day, between the hours of 9 A.M. and 3 P.M. They all want work, and Pat is the first person they will talk with officially regarding a job at HP.

At the current hiring pace, one out of eight of her applicants will succeed to the HP payroll, having gone from Pat to an in-depth interview to a meeting with the supervisor who made the job requisition—all in the space of a week or so.

In the meantime, Pat will have had to say "sorry" to those looking for jobs that don't exist at HP. She will have discouraged the super-aggressive applicant who gives everyone a bad time by demanding immediate attention. She'll also have used gentle dissuasion on those few who get up job-hunting courage in their local pub. And she will have been extra careful in questioning the employment goals of those who come in with qualifications far beyond the needs of the job they seek, as well as those who are doing the rounds of employers just to remain qualified for unemployment benefits.

Those are some of the gut realities that have to be faced by any organization whose employment doors are open to the public. But it is all part of Pat's basic job which, beside greeting applicants, is saving the time of the HP interviewers and the hiring supervisors.

"I do a lot of head scratching over some people," she says, "wondering if we can possibly use them. And that can get you down, because you don't want to sit around and play God. But somewhere a decision has to be made, and we simply can't afford to give in-depth interviews to everyone who comes in the door."

*"I do a lot of  
head scratching  
over some people."*

*(continued)*



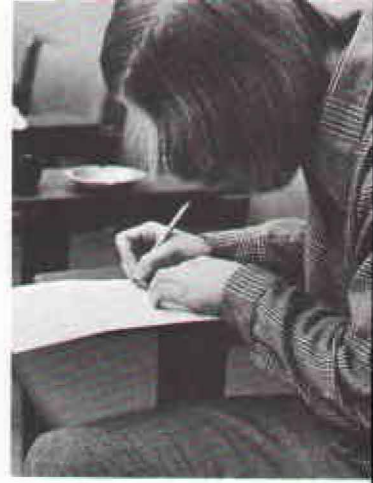
But most of the time Pat is buoyed by what she does—such as encouraging some untrained fresh-out-of-high school youngster to go on to junior college and meanwhile to apply for a summer job. Or she will note the enthusiasm of a young man in a wheelchair, a Vietnam veteran, and for weeks thereafter circulate his application, finally to see him accepted for an assembly job where he can sit and still perform useful work. And if she spends a little extra time with some applicants, particularly some minority people, it is with the realization that not everyone is qualified for certain jobs but many are qualifiable; helping such people to better express themselves on their application form as to their goals and qualifications is one of the responsibilities and rewards of her job.

Now, after four years in that job, what messages would Pat most like to get across to young people?

“What amazes me most is that so many young applicants—including many with four-year college degrees—are not schooled or trained to do anything. They come out of school with no idea of what a real job is all about. If only they had taken something to get a foot in the door—typing, shorthand, accounting, mechanical drawing, or shop.

“So when I first got a chance early last year to do something about this, I jumped at the chance. That was with a class of high school seniors. All I did was present some of the realities of getting a job—that they have to have something to offer, know how and where to offer it, and how to properly fill out an application. Since then I’ve given much the same talk to other schools. If it helps just one youngster, I’ll be happy.

“One other thing: It really helps if someone shows enthusiasm. I know first impressions don’t tell the whole story, but that’s all we have to go on sometimes. That’s the way life is.”



### **By Appointment...**

The full-scale interview conducted by an employment interviewer soon after application is one of the most important steps on the way to a non-exempt job.

Yet the job itself may not be the main topic of discussion between the applicant and interviewer, according to Carol Rinna, personnel assistant for the Mountain View complex.

“By the time I see an application form,” she says, “it already has been screened by the employment receptionist. The supervisor who requisitioned for the job also has looked it over and indicated an interest, so to some extent the applicant’s qualifications have already been evaluated.

“What I want to know is what kind of person the applicant is, and the more I have a chance to discuss unrelated things the more I can discover—such as how well they get along with other people, what are their goals, and will they be able to accept the objectives and standards set by the company?”

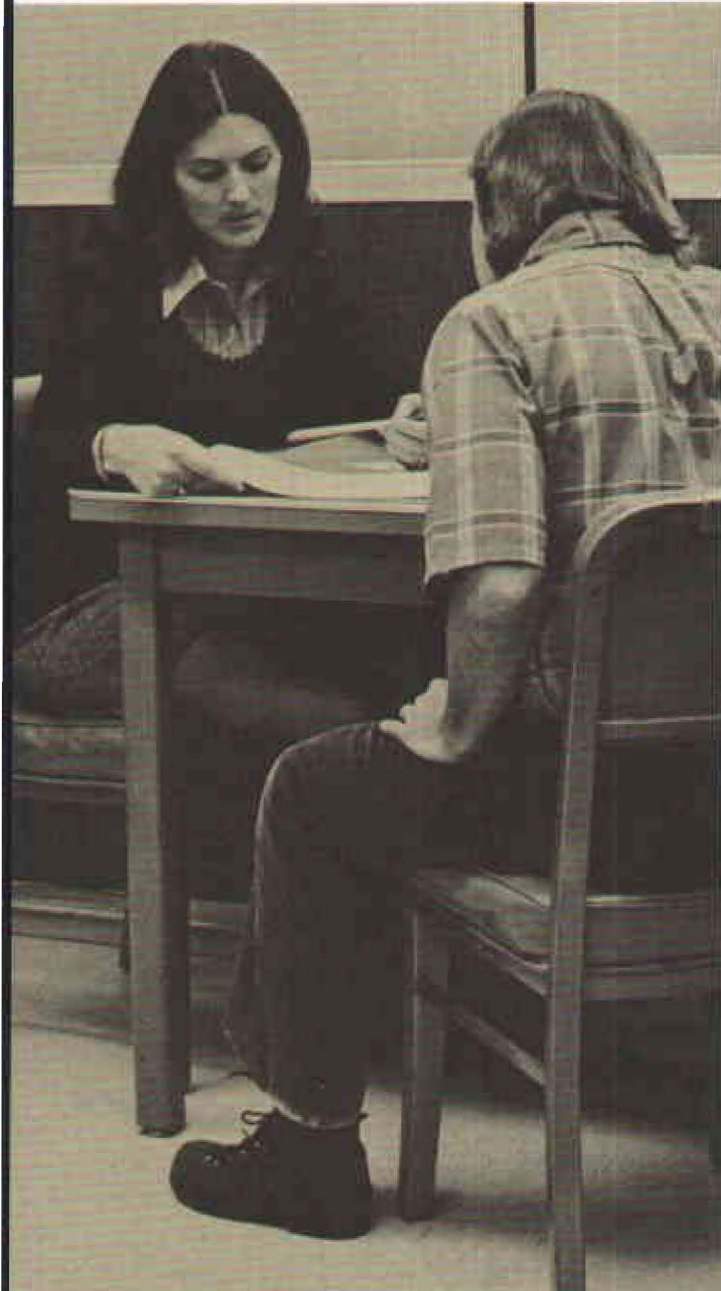
“One particular thing I try to feel out is how long-term they might be. We look at employment as a permanent thing, and certainly one reason we have such a low turnover rate in people is due to the care we take in our selection.

“If the interview comes off OK during the 30 minutes or so we have together, then I’ll walk the applicant to the supervisor. Later on I’ll hear from the supervisor, and if he wants the person, we’ll go through the process of extending an offer.”

Interestingly enough, Carol is in an ideal position to check on the effectiveness of her own hiring work as well as that of others involved in the Mountain View employment process.

She conducts the exit interviews.

*“one reason we have such a low turnover rate —  
is the care we take in our selection.”*



### ***A friend indeed***

How do people learn about job opportunities in HP?

From you, mainly.

An analysis of employment applications indicates that more than 50 percent of applicants come to us on the recommendation of friends and relatives within the company.

Ed King, manager of the non-exempt employment office at the Stanford plant, credits the employee grapevine with bringing in extremely good people.

"Employees are our own best sales people when it comes to selling a person on the company," he said. "Some of the policies and practices that we sometimes take for granted are very impressive to people who come from completely different environments.

"But there is one small problem: Since we make it a standard rule to give a job interview to every close relative who applies, we run into a few headaches. Unfortunately, some people are not qualified for the things they want to do. There's no way we can put some of them to work, so their contacts who work for HP feel they've been put on a spot.

"Actually, though, we do hire about half of the people who come via friends and relatives.

"Our other main sources are the high schools and junior colleges, advertising, the State, and the various community agencies and training centers."

Second stage for an applicant is the in-depth interview such as Carol Rinna of Mountain View is conducting here. Carol is very interested in the personal qualities of the people she screens, and for the most part will leave determination of technical qualifications up to the supervisor who made out the job requisition. Later, if she and the supervisor agree on the candidate, an offer will be extended.

*(continued)*

Jan 1973



...looking for our future

#### **Getting a start**

The hiring process has to have a beginning, and at HP it starts with a supervisor filling out a requisition form that describes an available opening. Probably no one else in the company consistently fills more of these requisitions than Merle Swigert, supervisor of the Palo Alto Building Services night custodial crew. During 1972 he hired 50 people after interviewing about 250 applicants. The interesting thing is that Merle knows when he hires them that many will not be members of his department a year later. They'll have moved on to other jobs within the company. "That's OK," he says. "If they are good people they're going to want to move up." This can be a considerable challenge for some of them who speak little, if any, English. "We work hard to overcome any language barrier. For one thing, we've set up an English course, using voluntary teachers. It may be necessary in their next position." In the photo, Merle (at left) and leadman John Miranda (right) discuss floor-cleaning procedures with new men Willie Watts and Jesus Osequera. Their predecessors moved on to jobs in Manufacturing Division's machine shop and plastics molding shop—a real demonstration of the organic process of growth and renewal involved in hiring.

### **Our social commitment**

All companies in the U.S. doing a certain volume of business with the government or government contractors are required to undertake Affirmative Action programs. They must regularly and frequently report on such questions as: How many minority people did you add last year? What are you doing about giving women equal opportunity? And, what are next year's plans?

Failure to come up with satisfactory performances in even one small segment of a business can lead to disqualification of the whole.

But is that what Affirmative Action is all about?

The people directly involved in the program say "no," and they take their position directly from Bill Hewlett who has said we would and should be doing what we are doing—and more—even if there were no regulations. On the other hand, they also say the need for increased record keeping, while expensive and time consuming, has been a healthy influence because it does provide a means of measuring performance. And that's all to the good.

But the question remains: What is affirmative action? More specifically, what does it mean in the HP hiring process?

*"...affirmative action...  
is going out  
and finding people."*

Swede Wild, who coordinates the program for Corporate Personnel, says affirmative action involves more than having people show up on your doorstep and then being hired: "It's going out and finding them. That's the difference between Affirmative Action and Equal Opportunity. Equal Opportunity means giving equal consideration to qualified people. Affirmative action means helping minorities and disadvantaged people gain skills; that is, helping them qualify themselves for employment.

"We started out as an equal-opportunity employer in 1939. All that said was, basically, that we would not discriminate among the people coming to us for jobs. We hired on the basis of qualifications.

"But during the sixties, we found there are other people—minorities, women, and handicapped people—who haven't had the opportunities of the majority. Affirmative action means deliberately seeking out these people for jobs and new responsibilities."

So how is that done?

Swede and his associate, Dixie Smith, described a wide range of activities and affiliations that have helped raise minority employment in HP's Peninsula-area plants from 8.45 percent in 1966 to 20 percent today. MEASURE decided

### **Reaching out...**

People who are otherwise very willing to work sometimes run up against prohibitive problems: *Who's going to mind my baby?*

Avondale Division actively supports a program of fund-raising and involvement by employees in the Tick-Tock Day Care Center. It is especially aimed at allowing minority mothers—or fathers—to hold a job during the day while their pre-school youngsters receive warm care and attention.

*How do I get there without a car?*

Colorado Springs Division last month initiated a program to enable more disadvantaged people to get in on employment interviews. Working with the Community Action organization, it arranged for job interviews to be held downtown at the Urban League building during the late evening hours. A few days later Community Action buses brought the applicants to the plant. Meanwhile, riding arrangements for those hired were being worked out.

New Jersey Division is supporting a program in which transportation is one of the keys to improving the employment opportunities of minority people. The program also encompasses child care and open housing.

*Where do I get work experience?*

In Santa Rosa, Microwave Division offers prospective job seekers a "no obligation" training class in wiring and soldering. The 5-day, 40-hour class leads to a certificate and the opportunity to apply for an HP job. So far, the course has graduated some 65 people, many of them minority people living in an area where technical skills and jobs have been hard to come by.

Loveland Division pulled a switch in the usual Junior Achievement approach. Instead of having the youngsters simulate a business enterprise, it brought minority kids into the plant last summer and gave them real assembly work to do—for real take-home money.

*(continued)*



*“The reason our programs have succeeded is because we have top-grade, first-line supervisors.”*

to go see one of these programs for itself:

Except for the big sign reading “Santa Clara Valley Skills Center,” the building has all the eye appeal of a packing plant. But what is important is that it is situated conveniently close to the Mexican-American community of East San Jose.

“We set up the Center in 1967 as a means of counteracting the very high unemployment rate in this community, particularly among young people,” said Jose Lopez, executive director and founder.

“In addition to the problem of language, one other employment barrier we recognized was the frequent lack of high school diplomas among the young people. So I started with Hewlett-Packard and Lockheed by proposing that I train people in specific skills, and that they accept this training in lieu of other background. They both agreed, and they

gave me some of their own equipment to help get us started!”

Funded as a manpower training project under the auspices of the U. S. Department of Labor, the Skills Center now operates a number of training programs that have been specifically recommended by its industrial advisory group now composed of 14 firms, including HP. In the past six years Hewlett-Packard has taken in many graduates of the clerical, assembly, wiring, data processing and shop courses at the Center, and it continues to support and draw on its programs.

\* \* \*

Why have such programs succeeded with HP? Because Bill Hewlett says so?

Dixie Smith, who formerly served as personnel manager of the Mountain View complex before coming to Corporate Personnel for long-range research in the Affirmative

Training in skills recommended by a group of industrial advisors, including HP, is conducted by Santa Clara Valley Skills Center in East San Jose. HP helped Jose Lopez, below, get the Center started in 1967 by furnishing some equipment and agreeing to offer employment opportunities to its graduates, many of them from the area's large Mexican-American community. This relationship is one of a number that HP maintains with minority organizations and agencies in seeking to make its Affirmative Action program dynamic and effective.



Action area, thinks otherwise: "The reason our programs have succeeded is because we have top-grade, understanding first-line supervisors. You can issue all the edicts you want to about hiring certain people, but if the supervisor lacks sensitivity and awareness, no program is going to succeed!"

"In the early stages of Affirmative Action," adds Swede Wild, "we worked very hard to prepare certain supervisors to accept more minority people. Then, after a few weeks of experience, they'd come back to us and ask 'Why all the fuss?' and 'Where's the problem?'"

"As they gained awareness they just started treating minorities the way they always should have been treated.

"Actually, everybody new to a job is to some extent on the 'outside.' Then they get used to each other, and pretty soon they're part of the team and differences are just not important any longer?"

Among the other programs Dixie and various HP people are investigating is that of working more closely with minority colleges and universities.

"Now," Dixie points out, "we're recruiting from these schools by setting up co-op programs that involve full-time employment for part of the school year."

In the case of women, it's not a matter of numbers but of where they are. "We have plenty of women employees, but not in enough of the supervisory and professional areas. The skills are there for many higher-level jobs. It's a case of helping our employees better define their own goals, raise their sights in some cases and plan appropriate development programs.

"Some day our society will no longer think in terms of 'gals' jobs and 'guys' jobs, but strictly in terms of an individual's goals and capabilities." □

# Inside job...

Through the association of words and ideas, it's easy to assume that the answer to "job opening" is "hiring." But that has only a 50 percent chance of being right in most cases. Because HP policy is to conduct an inside search for qualified people before seeking outside candidates for an opening. Such devices as weekly activity bulletins and notices in local company publications are used to bring these opportunities to the attention of employees in many locations. As a result of the internal activity this generates, a series of transfers and upgradings within may precede a single hiring from outside. What this suggests is that those impressive employment figures discussed earlier in this issue represent just the intake at the start of the pipeline.

## Measure

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