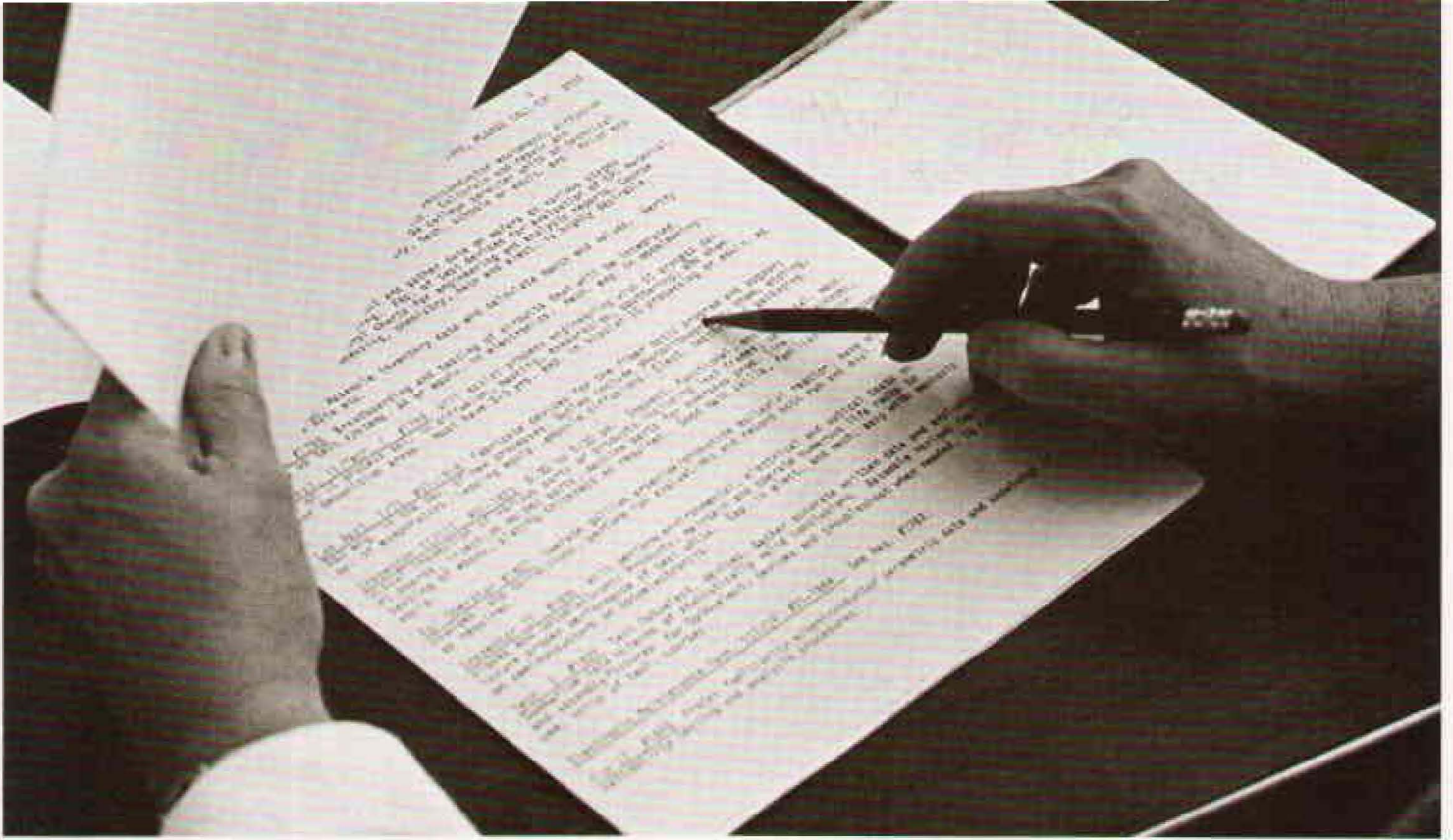


- The new opportunity system (pages 2-5)
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Measure

For the men and women of Hewlett-Packard/MAY 1978



Job posting:

Making opportunities visible...

□ In a key passage of the Corporate Objectives it's stated that "... we try to promote from within whenever possible ..."

That seems clear enough. And its important relationship to the overall People objective also seems easy to understand and appreciate.

But in an organization that now lives with a compounding complexity of skills, products and locations, how do you make it work? How does Ron, a swingshift custodian, learn about the opportunity that a neighboring division offers in Shipping? By what means will Paula, a corporate computer programmer, be put in touch with that field sales job she would like? Or, how will Dave, a development engineer, be made aware of an attractive opportunity in a division 1,500 miles away?

Further, should each of these candidates succeed to their new goals, how will

their supervisors go about replacing them from within?

Just 18 months ago all of those questions would have been answered with a good deal of uncertainty, or at least with an uncertain variety of answers. If you were looking for a certain kind of job in a certain location, you filled out a transfer request form and sent it forth with a certain degree of hope. But not too much, because—except for very local situations where opportunities were common knowledge—there existed no assured link between transfer requests and job requisitions.

The real problem was that you were more or less tossing your name into the hat without knowing whether an appropriate job opening existed. Your name could stay there indefinitely without a response. In time, the hat accumulated transfer requests in such numbers that searchers generally were reluctant to sort through them. The name-in-the-hat system also had a psychological hangup: every official transfer request required a supervisor's approval. Many people could accept that, and even expect support. Others, however, felt their request might be seen in a negative light by the supervisor. In any case, they preferred making their preliminary inquiries in confidence—just as people seeking outside jobs do.

Actually, what worked best was the grapevine, the good old informal system of information exchange that springs up naturally whenever formal systems fail to provide the link.

The problem was recognized at least three to four years ago. Allan Richardson of Corporate Employment, along with various other people in corporate and division personnel departments felt that some form of "job posting" probably contained the most likely answer. Basically, it involved compiling lists of job openings and making those lists available to employees, usually by posting on bulletin boards. Employees then had "first crack" at applying. Such systems had

evolved successfully in a number of large industrial and governmental organizations.

But just because job posting has worked for other organizations there was no guarantee it would perform for HP at large. In 1975 a task force was formed to explore its feasibility. In late 1976, following the review and suggested amendments by the Operations Council, a job posting program was approved.

A basic objective was to establish a uniform system of posting job information on bulletin boards throughout the U.S. organization. In this way, it was felt that opportunities for employees to participate in their own development would increase, and affirmative-action programs would be enhanced. Among improvements sought, in addition to the matter of confidential inquiry and supervisory involvement, was that of providing feedback to employees on each job applied for. Finally, in the interest of both fairness of consideration and seeking out the best qualified employees, the system

should reveal opportunities outside one's own immediate area.

How is it going? Let's find out from some observers and participants:

Does job posting usurp the authority of the supervisor? No, says **Ben Hill** of Corporate Professional Recruiting who headed the originating task force. Results show that when guidelines are followed, the system allows people to explore job opportunities in a confidential manner. But when matters firm up to the point of a formal job interview, the applicant is obligated to notify the supervisor. The supervisor originating the requisition also is required to contact the current supervisor. And, when a choice has been made, all the other applicants should receive some feedback on how their qualifications were evaluated.

Roseanna Gil, who monitors the Corporate job-posting system, reports that the professional job listings generate a good level of response. Roseanna estimates that both the U.S.-wide current

(continued)



Job-posting task force members Roseanna Gil and Ben Hill discuss computerization of the professional openings list being compiled by Susan Mizell in Corporate Professional Recruiting office.

job posting:

professional list and the local Bay Area professional list carry about 200 openings each. Published weekly, the lists show a turnover of about 40 jobs. After posting, ten days must go by before an offer can be made to outside applicants. A recent audit revealed that, of the listed jobs that become filled, one out of every two was from inside the company.

"It's important that people feel they have an opportunity for advancement and development," said **Harold Gordon**, Southern Sales Region personnel manager. "Job posting has been very successful in that regard."

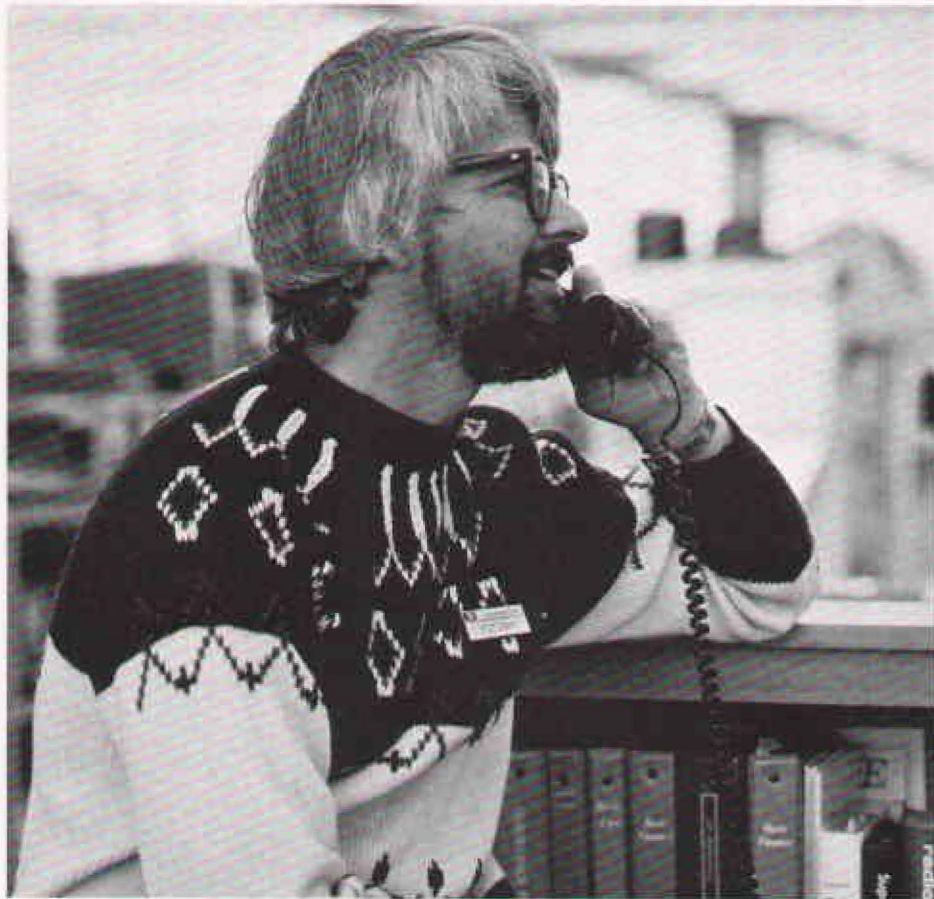
According to Harold, the region emphasizes non-exempt openings as well as entry-level professional jobs that represent potential advancement or the opportunity to learn other aspects of the business.

All such jobs are posted throughout the region because people sometimes have a need or desire to move to a particular city. However, most job transactions occur within the larger offices.

Jack Grout, manager of Corporate Employment and College Relations, feels that HP still has some things to learn in regard to job posting. The nationwide professional openings list can raise some particular problems, he said. For example, how do you conduct cross-country interviews satisfactorily? If visits are necessary, who pays?

Another cost problem is that of relocating people and their families—much higher in most cases than recruiting a new person. The guidelines say that cost as well as qualifications must be taken into consideration.

According to Jack, some supervisors are concerned about such things as people moving out of jobs too soon on the one hand, or on the other of having to screen too many unqualified applicants.



These and other concerns are being studied, he added.

George Trickel, Intercon personnel manager, feels the posting program gives personnel people and supervisors an additional opportunity to do some career counseling. "Sometimes an employee who lacks the necessary qualifications applies for a job," George said. "That's a good time for us to discuss further training and development which the employee may need. The whole process can be a positive learning experience. On the other hand, it can become a negative experience if personnel or the supervisor fails to explain where the employee's qualifications are lacking.

"At Intercon we have some special needs because of our international operations. Where can we find an HP employee who has specific technical qualifications and speaks Spanish or Japanese fluently? Well, it's amazing what the job posting program can do about that sort of thing."

"People here seem to be very interested in our posted openings," said **Flora Cunningham** of San Diego Division's personnel department. "We get at least one job requisition per day, so we update the list almost daily. That keeps the interest high. In one case an opening attracted almost 30 HP applicants!"

Actually, according to Flora, who served on the job-posting task force, a system of posting local jobs has been in use at San Diego for about five years. What is new to the division is the national list, put out by Corporate, that shows all professional jobs that will pick up relocation expenses. People in other divisions have responded very well to the divisions' openings listed there.

Job posting in one form or another is quite prevalent among HP international operations.

In HP Europe, each country is responsible for handling the posting of job



One essential feature of any internal job transaction should be communication between current and future supervisors prior to confirmation of the job. The new supervisor also has the responsibility of responding to unsuccessful candidates, advising them—briefly—as to needed qualifications. Here, Fred Theierl, a Stanford Park production supervisor (right), and Milt Camp of Microwave Test Equipment, discuss a pending exchange. According to Fred, one reason internal interchange of people between departments, divisions and areas is important is because it helps in maintaining uniform standards of job performance.

vacancies based on specific policies which are established locally. The European personnel department headed by **Georges Vallet** encourages all countries and offices to post each new opportunity. The only exceptions to this rule are a certain few senior management openings in which case candidates are examined by panels of HP managers with a view to promoting the best qualified person from inside the company whenever possible.

The HP France personnel manager, **Jacques Brugere**, stresses that it has been the tradition since the establishment of the French company to post job vacancies. **George Mann** in the UK uses Comsys to send vacancy announcements all over the country and will shortly be listing opportunities for HP employees in the local HP publication, "Readout." **Yvette Andre** in HP Brussels posts vacancies from other countries as well as local ones, when she feels that they could be of interest to her Belgian colleagues.

K. G. Tan, personnel manager at HP Singapore, reports that available vacancies are published and posted as they occur. Employees have about seven days to respond before a job will be advertised to outside people.

Brian Wright at HP Canada says that the region has adopted a uniform program of job posting. All non-exempt (hourly) openings are posted locally, while exempt and sales positions are posted in all offices across Canada. In spite of having to span four time zones (5,000 miles) and eight field offices, the program has been well received.

From Melbourne, **Robin Schmidt** reports that copies of job requisitions are posted in Australian and New Zealand offices prior to advertising. Exceptions occur when it is doubtful that employees are qualified for a particular job. Management positions are not advertised until every opportunity has been exhausted from within HP.

"I'm glad we're doing it," said **Ed Ulrich**, production manager of the Network instrument line at Santa Rosa Division. "It's a fine program—if everyone plays the game the way they're supposed to. By making opportunities visible to all, it helps overcome problems of unfair discrimination. What really pleases me is when it uncovers some deserving person who otherwise may have been overlooked. As Dave Packard used to say, 'One good job deserves another'."

"I'd like to suggest that more attention be paid to pre-screening of candidates. Some of my supervisors have been swamped by applications from unqualified people. Another point I consider important is to have the recommendation of the current supervisor in hand before making an offer."

"Not only do I think it's a good program," says Avondale Division's **Matt Whittier**, "but I think it is a very important one."

"Our non-exempt lists are posted on the bulletin boards and a summary is published in the weekly *Avondale Analyzer*. The exempt list is placed in a binder on a counter where it's easier to leaf through.

"We've not had any real problems with the program itself, but of course the economics of relocating people are quite complicated—especially in the housing area because of the great differences in housing values between East Coast and West Coast. Even the person who moves here from Palo Alto most likely will have a tax problem on the sale of their home. So it's not easy either way." □



□ Biff Hallenbeck, the Corporate Restricted Articles manager, is determined to keep Hewlett-Packard out of headlines such as those created by the recent explosion of chlorine-filled railroad tank cars in Florida.

True, HP isn't moving any tank cars of hazardous materials but the company does make some 200 shipments daily of small items that must be accurately packaged and labeled for maximum safety. And numerous HP employees traveling on company business must understand the importance of keeping restricted articles out of their luggage.

Safe passage



As part of the Corporate Customs and Traffic group, Biff concentrates on seeing that Hewlett-Packard complies fully with the various legal requirements around the world for transporting hazardous substances by highway, air or ocean.

His job has been evolving rapidly since November 1973, when a Pan American cargo plane bound for Europe crashed at Boston's Logan Airport after the pilot was blinded by fumes from a fire caused by nitric and sulphuric acids. That disastrous crash, in which all three crew members died, resulted from improper packing and leaking acid in a shipment sent by a semiconductor company. The investigation into that tragedy led to a U.S. government crackdown on illegally processed shipments of hazardous materials and the landmark Transportation Safety Act of 1974.

Hewlett-Packard (which lost properly packaged cargo bound for Scotland in the Logan crash) was already looking into the problem of moving hazardous materials. Biff Hallenbeck, then materials handling manager for the Colorado Springs Division, had begun commuting to Palo Alto regularly in 1971 to study the coordination of physical distribution. He transferred to Corporate three months before the accident.

The first problem was to identify the various hazardous materials that were actually being used in research and manufacturing activities throughout HP and, in some cases, incorporated into products or parts made by the company. At the request of vice president Bruce Wholey, a study group painstakingly matched up materials in current use at HP with requirements of the two regulations then governing the movement of hazardous materials: the U.S. Department of Transportation's Title 49 and the regulations of the International Air Transport Association. Their findings became part of the bulky Restricted Articles Manual now in use at HP facilities throughout the world. One of the study group, Ernie Harper (now with Disc Memory Division in Boise), wrote a procedure for testing magnetized materials for air shipment. Using an HP magnetometer probe (Loveland Division's 428B and 3529A), it won approval from the Bureau of Standards and was informally adopted by the Federal Aviation Agency for its own testing procedures.

Next, Biff set up a worldwide network of restricted-article coordinators in factories and sales regions. Their job was to take responsibility at their locations for the correct classification, description, packaging, marking and labeling of each restricted item that goes out the door. By law, the coordinator actually signs a certification for each package and, along with HP, assumes personal liability for the shipment. The exact construction of packages for various types of materials is spelled out in a detailed Code of Federal regulations. Shipments by air must be protected against leakage that could be caused by changes in altitude and

temperature. For instance, breakable inner containers must be enclosed in sturdy packages that can take a four-foot drop on solid concrete without damage.

Some "restricted articles" are as familiar as the cleaning agents and paints found around the typical home while others are exotic and dangerous. HP has compiled a computerized Restricted Articles List that's updated monthly and which names some 2,500 products and parts manufactured by HP as well as materials purchased from outside vendors for use within the company. It includes combustible liquids, compressed gases, corrosive materials, explosives, flammable liquids and solids,

(continued)



Detailed instructions for packaging and labeling various hazardous substances are given in the HP manual which Corporate Restricted Articles manager Biff Hallenbeck (left) and Jim Scott of the Customer Service Center are consulting.

safe passage

magnetized materials, oxidizing materials, poisons, polymerizable materials, radioactive materials and similar substances. All are listed by HP part number and name, article name, classification and mode of transportation permitted. (Hewlett-Packard can be fined if the coordinator uses a common term like "Photo-Resist" instead of the correct "dichloromethane" in making out the documents which accompany the shipment.)

In the last 18 months the number of regulations related to hazardous materials has increased sharply. Environmental and health concerns have resulted in bans on PCB and non-essential aerosols by the Environmental Protection Agency, and a list of 30,000 suspected toxic materials including carcinogens is now being drawn up.

Biff testified before the EPA in Washington, D.C., twice this winter regarding the importance to the electronics industry of the propellant and non-propellant use of fluorocarbon, widely used as a

superior cleaning agent to maintain the absolute sterilization required in clean rooms. As a result of these hearings, the EPA committee issued final regulations on March 17, 1978, which include exemptions for essential aerosols specifically used by the electrical and electronic industry. This will allow HP to continue to use chlorofluorocarbon propellants in known processes and products.

Other countries have also passed restrictive legislation, such as Singapore's Poison Act; in Europe, several Common Market nations have started to require that labels on imported hazardous materials must be in the native language of the country.

An important part of Biff's job is monitoring these changes and passing them along to all the HP people who need to know them: purchasing departments which must mark the proper identifying symbol on receiving papers for hazardous material purchased outside; technical people in R&D labs who incorporate hazardous materials into HP products and prepare descriptive data sheets for products; order coordinators who must prepare correct documentation to go with a shipment in compliance with requirements of all the countries and various carriers involved in its passage; and the shipping department which gets the actual box or package ready to go.

"I have complete faith in HP people to do their jobs properly," says Biff, who points out that HP has never been fined for incorrectly prepared shipments. "What I really worry about is that all HP people who travel on company business may not realize the danger and liability of carrying restricted articles onto a plane. Getting the word to everyone is as slippery as getting a handle on a wet bar of soap."

To spread the message, Biff has added a question to the standard HP travel request form: "Will you be carrying any parts, chemicals, paints or instruments on any sector of your trip?" All HP travelers on commercial or company planes receive a card with the caution that they may incur up to \$10,000 for each infraction in Federal fines for violating the Federal Aviation Act and I.A.T.A. regulations (see box).

Where the transporting of restricted articles is concerned, no news is good news for HP. □



Ken Oliver makes a final check of package labels on a shipment of magnetized material leaving the Intercon warehouse in Santa Clara, California.

A \$10,000 tip for HP air travelers

Don't take hazardous materials on any airplane as check-through or carry-on luggage or on your person.

What are hazardous materials? Here are some examples:

- aerosols such as flux remover or degreaser. (Toilet articles and medicines are acceptable.)
- magnetics - BWO tubes, linear motors. (Although magnetics are not hazardous to public health, they are regulated for air transportation because they can affect the aircraft's navigational devices.)
- corrosives - acids, wet/jell cell batteries. (The dry cells in handheld calculators are acceptable.)
- radioactives - betascopes, static eliminators.
- flammables - paints, thinners.
- loose book matches or safety matches (except on your person)
- compressed gases.

You can be fined up to \$10,000 for violating these regulations of the FAA and International Air Transport Association.



New YHP sales headquarters:

Deep in the heart of Tokyo

□ Very modern . . . very complete . . . excellent location. Those are some of the impressions brought back by HP visitors to the new Tokyo sales headquarters of YHP, the joint-venture company of Yokogawa Electric Works and Hewlett-Packard.

More than 300 employees of the country sales headquarters as well as the Tokyo district sales office moved into the

five-story building during March. The move-in was preceded by an appropriate Shinto ceremony of blessing. In April a more public opening was staged to show the \$7.5 million headquarters to friends, neighbors and customers.

The one-acre site is located in Takaido-Higashi, about five miles from downtown Tokyo. It replaces leased facilities at Yoyogi which had more or less overflowed by the time the new facility was ready.

"The larger building is needed to support the growing market for YHP, and to respond to increased sales activity in Japan," said Toshio Muraoka, Japan sales manager and YHP vice president. The 92,000 square-foot building provides very adequate conference rooms for training and customer services, as well as a language laboratory, data processing center, video-viewing room, employee cafeteria, and underground parking. Train service is a short walk away - very important in one of the world's biggest and busiest cities. □

HP France: Portrait of a branch office



There's a lot more to France than Paris, and more to HP France than its big-city headquarters

□ From the window of his HP office near Toulouse, in the south of France, Jacques Rouvel sometimes sees the gardener cutting the grass with a scythe. The landlord of the building has provided a perfectly good power mower for the job, according to Jacques, but the man spurns technology in favor of the old familiar method.

In a nation striving to decentralize its industry, rural and urban life merge in subtle ways in places like Toulouse. Only a few miles from where the grounds-keeper swings his scythe is the huge factory of Aerospatiale, manufacturer of the supersonic Concorde. And while HP's presence here is supported largely by such technology-based industries, there's a definite small-town atmosphere and the HP people enjoy a village life-style.

In many European countries, business and industry have been concentrated in the big cities. Although HP sales and service offices now dot the continent, and new ones are opening almost every month, most of the action is still in the capitals. HP France, in fact, does more than half its business from Orsay, HP France headquarters just outside of Paris.

But current French government policy encourages industrial growth away from Paris, and HP France also has eight branch offices employing from ten to fifty people each in Marseilles, Lyon, Bordeaux and other cities in addition to Toulouse. Their importance is growing – not only because of the dispersion of French industry but because of the broad-



Jacques Rouvel (right) visits his good friend and OEM customer Michel Hecquet (center) along with Jacques Marquizeau, HP product publicity coordinator for HP France. Hecquet uses HP computers in automated avionics test systems.

ening HP product lines. The vast majority of French customers are now within one hour's drive of a branch office.

The Toulouse office is fairly typical of these branch operations – if, indeed, anything in Europe can be considered “typical.” Geographically, it's midway between the Atlantic Ocean and the Mediterranean – a two or three hour drive from each – and on a clear day the Pyrenees Mountains are visible a hundred miles to the south. About 150,000 people live in Toulouse and the small towns and villages around it. Surprisingly sophisticated culturally, the area is noted for its classical music. But it's a long way from Paris nonetheless. Even the climate seems to be a compromise: better than Paris, but not as pleasant as Nice and the Riviera.

In branch offices, management is a part-time responsibility. Jacques, as instrument field engineer and branch office coordinator, estimates he spends eighty percent of his time selling and only twenty percent overseeing the operation. “It's easy because everybody here helps me and I don't have any personnel problems to deal with,” he says. In many French branch offices there is also a person responsible for office administration.

Jacques attended engineering school in Toulouse. He speaks in the regional dialect using local slang, and his customers know instantly that he's one of them. Some were his classmates who, like Jacques, are now in their forties and have responsible positions in schools and industry. And he often meets younger customers who already know him by reputation although they've never met.

Computer systems field engineer Raphael Lemarie is “not a native, but naturalized,” as Jacques tells it, after three years in Toulouse. Before that he had an apartment in Paris and attended the opera or symphony at least once a week. “Now he lives in the country, has a garden and still enjoys classical music,” says Jacques. “We have a good theater here – not quite like Paris, of course.”

In Toulouse, selling HP products is also “not quite like Paris.” A product showroom takes up some of the precious space in the office because people here like to drop in and try out the various models of calculators and instruments, according to Jacques. And customer contacts are more personal. “Our image to the customer is that we are neighbors and we empathize with him. When people call they often ask for a particular secre-

tary because they have become accustomed to telephone contact with that person. The same is true if they've come to know a certain service technician. They become very attached to their HP contacts.”

When Jacques first began selling here in the sixties it was a one-man operation, and customers relied on him as “Monsieur HP.” They often expected a high level of service, and usually got it. “Everybody here thinks he's our main customer,” Jacques laughs. “In the beginning I didn't even have a secretary and I had an answering device to record messages. One day I played back my messages and there was a customer who said, ‘It's me. It's me and I have a problem. Can you visit me?’ Fortunately, he had a curious accent so I knew who it was.”

Around 1970, business began to increase at a brisk pace, and additional staff members were brought aboard. As corporations moved here from Paris, HP

(continued)

HP France

was already in Toulouse to greet them. "We had opened a local office and our competitors hadn't" Jacques recalls. "We were the only company to offer such service."

For all the decentralization that has taken place, it still seems as if every road, every telephone line and air route leads directly to Paris. It's impossible to fly to many cities from Toulouse without landing at Paris' Orly Airport en route. Even internally, Toulouse is clearly a *branch* office, and HP's verticalized organization along discipline lines requires constant coordination with Orsay. "We have a very big phone bill because of it," says Jacques. "Our managers are all in Orsay and many of our administrative problems have to be solved there. When we get a call from Orsay we pass it around

to everyone here who needs to talk. We've become experts at that," he laughs.

One of HP's best customers in Toulouse is also one of Jacques's closest friends, Michel Hecquet. As manager of the electronics department at Aerospatiale, Monsieur Hecquet is an OEM customer who uses HP computers in an automated avionics test system. His systems are sold to airlines and to the French Air Force, but the national computer industry is favored in every sale to the government, so Hecquet must use a French-made computer in the Air Force version. However, he's a steady buyer of HP computers and peripherals (partly French-made in Grenoble, incidentally) for sales to airlines.

The government's "buy French" regulations exclude HP mostly in the computer field and in medium-technology products. In high technology, government organizations such as CNES—a NASA-type space research agency in Toulouse—readily choose HP to supply cesium beam standards, spectrum analyzers and other advanced scientific instruments. So does the army, even though it buys only from French or Common Market suppliers when it comes to general field maintenance equipment.

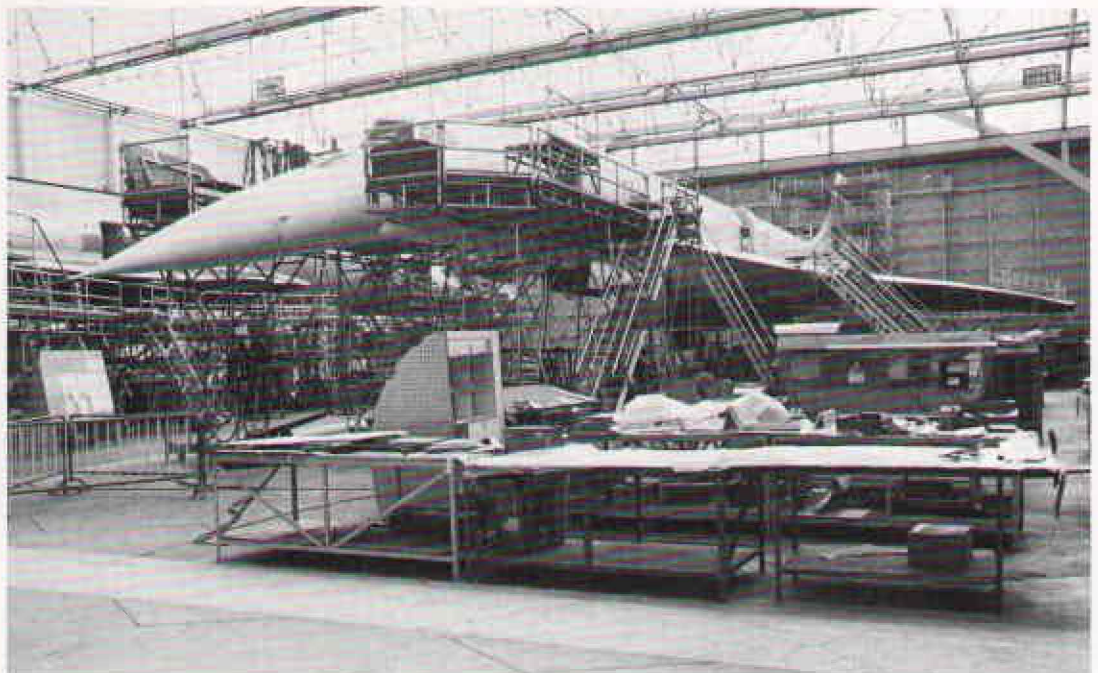
Hospitals are mostly government-operated too, according to Jean-Pierre Petroff, Medical Group manager in Orsay, but HP has been able to compete for medical instrument sales nevertheless.

Like many branch office secretaries, Genevieve lochum must be versatile. In addition to performing secretarial work for instrument sales and general office administration, she's responsible for videotape coordination. The Toulouse office is in leased quarters in a modern building.

In Toulouse there is stiff competition and discount pricing in the medical field, so it's a small part of HP's business there.

Some anti-American customer bias is clearly in reaction to the much-publicized opposition to U.S. landings of the Concorde. "People in the states underestimate the negative effect of American policies on purchasing in France," Jean-Pierre feels. "Our customers are educated people, and they try to fit their purchases within some national goal, especially in areas where we have local competition. Competitors can argue very effectively with our customers that they are depriving French workers by buying from outside France." Jean-Pierre also thinks HP doesn't emphasize its "European-ness" nearly enough in answering such arguments.

In Toulouse a supersonic Concorde receives finishing touches at Aerospatiale, which also manufactures an economical subsonic jetliner called the Airbus.





Protectionism is by no means the only government policy affecting HP France. One of the most troublesome is pricing control. "The regulations are very complicated," explains Vincent Timothee, acting as HP legal counsel in Orsay. "Even members of the administration – the inspectors, the people in charge of applying penalties – don't always understand them because they work with so many different countries and different kinds of pricing regulations."

Another is the French language law, which decrees that virtually all material supplied to customers must be in French – even disallowing foreign technical terms if there are equivalent French words.

"What HP is doing here in France is what HP is doing on a continental scale in the U.S.," insists Pierre Forgeas, branch offices manager in Orsay. "Publication in the local language, for instance, costs a million dollars a year just for translations. And we have to cope with a different government, different legal requirements, and different personnel problems. Some of these differences account for our so-called 'inefficiency' in the cost of sales compared to the U.S. We have to do everything over again that's done at Corporate or by the factories in the U.S."

Customs problems, too, can be an exercise in frustration. According to Vincent, discussions are held twice a year with French customs officials. "They control everything related to importing from a foreign country, including currency exchanges," he explains. "If part of a computer is sent in for repair and shipped back, it becomes very difficult to establish the exact value for customs. At least in pricing control there are very sophisticated procedures and you can find your way – it's not always a *good* way, but you can find it. With customs, on the other hand, you're never sure. Most of the time the officials agree with us, but the discussions are difficult, requiring lots of examples and lots of paperwork. I would say the language law, pricing control, and customs are the main regulation problems for HP France. But in spite of them we still increase our sales every year!"

Jacques Rouvel estimates that his staff in Toulouse will more than double by 1980. Similar growth is expected in other branch offices, largely due to projected increases in computer business. While most data products sold to date have been desktop models and 2000 and 1000 series systems, the HP 3000 is now being sold to customers in branch loca-

tions too. One of the first 3000 systems in Toulouse is being used by a local wine distributor.

More than anything else, what sets the branch office a world apart from its big-city parent is the closer relationships with customers. Jacques says the townspeople in Toulouse think of HP as a French firm ("When a company has such support and presence in a community they accept it as French") and that the HP field engineers, service technicians and office staff anticipate the needs of customers because they know them so well. Visiting managers from Orsay have been surprised to see the high level of customers' enthusiasm for HP.

Somehow it's all reminiscent of an earlier time at HP, and raises hope that the small-company feeling is still alive and well. Years ago, Jacques Rouvel had a chance to transfer to Orsay. "It took me about five minutes to decide," he recalls. "I will stay in Toulouse." □

HP News



Go-ahead for new HP headquarters ...

Sometime in late 1980 the building plan (lower right) and model shown here (at top) will become a reality: HP's new corporate headquarters building in Palo Alto. Actions by the City of Palo Alto last month gave the "green light" to the project which will be located on HP's 30-acre site at the corner of Page Mill Road and Hanover Street, right next to the present headquarters complex.

The 433,500 square-foot building will provide an opportunity to consolidate the various corporate departments, and to accommodate projected growth of the staff.

As the drawing and cutaway view (lower right) shows, the new building will be consistent in design with the existing facility, using the characteristic "saw-tooth" design to provide a roof that offers excellent energy-saving qualities. The sloped roofs face generally south and are in near-perfect orientation to take advantage of future advances in solar technology.

It's expected that site preparation will start later this year.



A new generation of hand-held HP calculators designed for financial and scientific applications and ranging in price from \$60 to \$120 was introduced last month.

The new calculators are the HP-37E and HP-38E business models and the HP-31E, HP-32E and HP-33E scientific models. They are lower in price and have larger, easier to read displays than the calculators they replace in the HP line. In addition, they are the first HP hand-held calculators with a diagnostic error code system which identifies errors made by the user in entering data.

All models will be made available to employees at the standard one-per-lifetime discount of 30 percent. Shown is the HP-31E, lowest priced calculator (\$60 U.S.) ever offered by HP and a direct descendant of the original HP-35.

Puerto Rico to report through Southern Sales Region

PALO ALTO—To shorten lines of communication, Southern Sales Region has taken over the day-to-day management of Hewlett-Packard operations in Puerto Rico from Intercontinental Sales Region.

Under the new arrangement, Jose Puras now heads Puerto Rico operations as office-responsible manager as well as continuing to handle analytical sales. Clay Smith, who established the Puerto Rico office for Intercon in 1975, has returned to the Southern Sales Region to take over a newly established region training and development role.

Members of the sales and service team in Puerto Rico now report through the appropriate Southern Sales Region district manager for their product disci-

pline. Arrangements were made to change over Puerto Rico on May 1 to most of Southern Sales Region's automated systems for sales and service order processing, accounts receivable, accounting, payroll and other administrative functions.

Al Steiner heads Delcon

PALO ALTO—Al Steiner has been named general manager of the Delcon Division in Mountain View, replacing Brian Moore who recently was appointed general manager of the San Diego Division.

Steiner has served as marketing manager of the Stanford Park Division since 1973. After joining HP in 1965 he held positions in laboratory administration, training, product management and marketing before being named marketing manager of the Santa Clara Division in 1969.

He received his B.S. in mechanical engineering from Stanford University and an M.B.A. from Harvard Business School.

Bill Hewlett wedding

PALO ALTO—Rosemary Bradford and Bill Hewlett will be married on Wednesday, May 24, in Menlo Park, California.

Rosemary is the widow of Robert Bradford of Menlo Park, and the mother of five children.

Bill, a widower since the death of his wife, the former Flora Lamson, in February, 1977, also has five children. He will retire as chief executive officer of Hewlett-Packard in May, but will remain active in the company as chairman of the Executive Committee.

Both Bill and Rosemary are active outdoors people, and met during a ski vacation.

It's an ill wind, etc...

Another tale with a twist has emerged from the Great Blizzard that gripped the East Coast of the United States in February. It concerns a Pennsylvanian, Pete Popovich of Landenberg Manor, who was attempting to drive home during the peak of the storm. On the highway near HP's Avondale plant his car accumulated so much snow it stalled. Seeking help, Mr. Popovich found himself blinded by blowing snow and struggling through waist-high drifts. At his first stop, a home, no luck. Far ahead he thought he saw a light. Forcing himself to fight on, he reached a building. Nearing collapse, he tried door handle after door handle—until finally one opened. And inside was a group of stranded HP people who immediately ministered to Mr. Popovich's needs, and put him up for the night.

Considering that ice had kept the door from locking, and only the storm had kept his rescuers on the premises, Mr. Popovich has had to wonder whether to blame the storm for his troubles or thank it for his deliverance.

Measure

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