

April 1966



M e a s u r e

In this issue

*A big group moves
Mechrolab aftermath*

A big group packs up and

“WHAT A CATASTROPHE this is going to be,” one secretary exclaimed. “Just look at my desk. And imagine, they’ve got to move all 250 of us.”

It was a fairly normal reaction for anyone who had not witnessed such an HP undertaking before. The prospect of moving the accumulated company belongings of such a large group from one building to another with well-timed efficiency did not seem promising to the uninitiated.

□ It all began at 3:30 p.m. on a recent Friday, and involved various Microwave Division groups in the Stanford complex in Palo Alto. Administration, R&D, tool engineering, and corporate purchasing were moving into the new Building 5. Test instruments, manuals, catalogs, files, ashtrays, wastebaskets, pens and pencils, typewriters, paper clips, and tools were packed or stacked on desks and benches.

Slightly more than 24 hours later, every single item had been moved to a pre-designated place on the top floor of the new building, ready for the start of the work week on Monday.

□ If the whole thing looked slick, that’s because the operation was planned and executed by professionals. These included HP’s own experts at moving—members of the corporate plant engineering department, men who understand the space problems brought on by corporate growth and help solve these with experienced logistical planning.

Other professionals in on the move included 16 husky men from a Palo Alto transfer company who make their living by moving heavy objects from one place to another. Working under contract, they shaved three hours from the estimated timetable.

The move, of course, meant more space for Microwave to work and grow in. It also meant more space available in the Stanford plant’s Building 3 in which other departments could expand to keep pace with the burgeoning company.



makes a smooth move



Business went on as usual as Microwave sales department awaited the weekend move into new quarters. Secretary Roseanne Caldwell kept lines open behind a barricade of packed boxes.

Sixteen men from a Palo Alto moving company furnished muscle power using HP mechanical equipment designed specially for handling the company's standardized desks and hefty work benches.



Months of planning for a move such as Microwave's are condensed into a master plan showing the exact location of all items. Layouts are prepared by Phil Tuttle (left), corporate plant engineering department, shown here discussing the floor plan with Phil Towle, department manager.

a smooth move



There were some last minute changes during the move, reflecting new personnel assignments and production requirements. Microwave Manufacturing Manager Jim Ferrell (left) and Ed Miller (right) hold a review with Henry Ilg, HP plant engineering, who supervised the over-all move.

Every item in the move was tabbed by number to correspond with each numbered space in new building. Movers simply had to match up the numbers and position items accordingly. Assigning numbers from master plan is Ed Miller, of Microwave Manufacturing, who worked closely with corporate plant engineering in coordinating the move.

Basic approach in filling new floor was to work from furthestmost areas. Scene at right shows the top floor of Building 5 as the move was getting underway, with a long day's night of work still ahead.





Phones had to be hooked up, numbered, and in good working order by Monday morning, and telephone men worked swiftly to complete the job.

First employees to start work on the new floor were the swing shift posting clerks who came in Friday evening and managed to ignore the commotion about them. Anne Nelsen, typist, and Loretta Grenat and Shirley Babbitt (l. to r.) post inventory withdrawals and receivables as a filing cabinet zips by in the background.





IEEE '66: The Colossus of

EVEN THE JOLLY GREEN GIANT would have turned shades greener with envy at the sheer size of last month's IEEE show—the biggest single annual event of the electronics industry. It was huge all right: almost 800 exhibits stacked on four levels of the New York Coliseum; 80 technical sessions to attend; 300 technical papers to listen to at the Hilton Hotel; and approximately 60,000 visitors shuttling to and fro.

In fact, many show veterans who could look back over 10 to 15 of the industry's fastest growth years were numbed by the colossus of '66. Perhaps they were left wondering how a show of this magnitude—with all of the nuts, bolts, and boxes thrown in—could faithfully reflect the newest and best the industry has to offer?

□ HP has been facing up to the questions arising from the inevitable growth of the New York IEEE convention and other industrial shows. It was recognized that, in the process of growing, these shows brought increasing problems along with the increasing numbers of attendees. One natural question for HP to ask itself was whether the company could maintain its identity—its drawing power—amidst the growing flood of exhibits and attractions? And could HP communicate clearly and coherently to customers and prospects when surrounded by all the din and commotion?

So far, the answers to these questions have come up “yes”—but possibly with some qualifications.

It's generally felt, for example, that all the products on display at the major shows by the industry in general can't always be new, state-of-the-art items. There just isn't that much new from year to year. HP's response is to regard this situation as a challenge—an opportunity to appear to best advantage by contrast.

The visitor to an HP exhibit will not see a product represented as new unless it is genuinely new. He will not see a prototype HP product displayed that he cannot obtain, at least within the near future. And he will always be able to talk his ideas and needs over with an experienced technical representative—an HP field engineer or even the person who designed the product under discussion. He soon realizes that he is being offered reliable information on new products that could very likely contribute to his plans for the future. Over the year, visitors have learned to expect—and respect—this HP approach.

The company's participation in shows now goes far beyond the “big top” events such as those sponsored by IEEE, WESCON, and NEREM. Estimates are that the company now is represented at about one show each week. These range from the smaller regional technical gatherings on up to IEEE and other big events staged by various industries, including the chemical, medical, aerospace, and general manufacturing industries which have become increasingly important as markets for HP's broadening line of instruments.

□ Of course, HP also creates its own “shows” in the form of the very successful Travelabs which call on individual customer companies. These forms of mobile showmanship enable the company to communicate directly, without competing distractions, in the customer's own “backyard”—the ideal environment for sales promotion.

Actually, the old “World's Fair” approach to industrial selling has been rapidly overtaken by the accelerating improvements in other techniques of customer communications. For HP, this has meant that trade shows have more and more had

the Coliseum

to take their place alongside trade magazine advertising, the corporate catalog, product publicity, direct mail advertising, technical literature, product seminars, and engineering demonstrations as forms of reaching and influencing customers and prospects.

□ These other methods all tend to emphasize directness in delivering their sales messages. For example, by advertising in some 70 trade magazines (out of approximately 3,000 published in the U.S. today) the company can communicate frequently and efficiently with a wide variety of specialized segments within customer industries. Seminars bring customers right into HP offices and plants where they receive up-to-the-minute training in new products and systems. News in the form of publicity and product literature is sent out regularly to keep customers—as well as people throughout the company—wired-in on new developments.

In spite of this trend to more direct communications, last month's great exposition of electronics at New York City drew a record attendance and proved that it is still a very good marketing tool. Visitors came in droves to HP's exhibit area—two facing sides of a 90-foot display aisle—and they looked over dozens of new and prototype products offered by the various divisions and affiliates. Best of all, they liked what they saw, and much groundwork was established for future transactions.

Obviously, most people enjoyed the event. It was a time for reunions, for shop talk, for comparison shopping, and competitive nit-picking. It was an occasion to see the whole shootin' match all at once at New York's most grandiose trade show for 1966.



Data acquisition system is discussed with interested IEEE visitor (left) by Don Loughry, Dymec engineering manager, while another visitor looks over Moseley X-Y recorder.

The people of Mechrolab, and how they fared

THE OLD WHEEZE THAT SAYS "nothing is so constant as change" would find little argument among HP people. The company moves forward at a quickening pace to achieve its objectives—and this affects people, means continual updating, revising, and improving the way things are done, and sometimes creates problems.

□ The recent consolidation of Mechrolab Division, formerly of Mountain View, Calif., with F&M Scientific Division at Avondale, Pa., was a case in point. From the beginning, the logic of the move to merge the divisions' complementary lines of chemical instrumentation was apparent. It was a natural opportunity to improve overall efficiency by combining marketing, manufacturing, and general management operations at the larger Avondale organization.

Almost every phase of the plan for consolidation fitted together nicely. The exception, and a major consideration, was that not all of the Mechrolab people could be economically transferred back East. It was a problem, then, of locating jobs for those 62 Mechrolab employees who wished to remain with the company.

□ It was not a case of opening up 62 jobs. HP generated over 1,000 new jobs last year—a 20 percent increase over the previous year. The problem was one of insuring that both the interests of the company and the individuals concerned were served in making new assignments.

It took time. Production at Mechrolab was phased out over a period of months while the Avondale plant gradually assumed responsibility. Eventually, five people moved to the Pennsylvania facility. Fifty-seven others were placed among HP divisions in the Palo Alto area. Five people chose not to accept job offers. Only in one known case—an executive—was there a situation of HP not being able to match an individual with a job.

□ In most cases the new jobs were at least on a par with the former positions as to pay, conditions, and opportunity. Special job training programs—called "retraining" by personnel professionals—were offered in several instances.

Has the "transplant" been a success as far as the transferred people are concerned? MEASURE interviewed five representative ex-Mechrolab employees to get that story in their own words. They speak at right. ▶



"I depend on my salary," noted Mrs. Margaret Rosén, a widow, "so my first concern was whether there would be a place for me, because I didn't have any special training." She transferred to Dymec as a printed circuit loader at an improved salary, and later took on riveting when a need arose. "They made me feel I belonged. It's a good feeling. The company has lived up to its promises."



For Art Turnbull, the preferred choice was not the easiest. Accepting F&M's offer to continue as production manager for Mechrolab products would mean giving up a long-established residence in California. But he decided to accept, and now reports that the change has been "much better than anticipated thanks to the cooperation and friendliness of many people in the Avondale area."



"It's been like a big puddle jump—a big break," is how Arden Moffitt describes his progress since moving from Mechrolab technician to an HP maintenance mechanic in numeric control. Learning about tape controlled machining means acquiring new skills. Arden will soon travel to Los Angeles and Milwaukee for special schooling. "It's an opportunity that I could never have expected in a smaller firm. My wife is happy about it, too."



"You know how it is when you get used to a place. I wasn't at all sure I wanted to make a change," says Mrs. Josephine Steinert, now an electronic assembler with Microwave. "It meant a longer commute and adjusting to new people. Also, I had a choice to make. A former employer wanted me back. But I compared HP's steadiness and conditions. Everybody was very patient while I made up my mind. Now I'm pleased I took this job. The work's interesting."



"My immediate reaction to the news about Mechrolab was to get my résumé up to date," says Ron Wray. However, an offer came through for a cost accountant in one of the divisions, but this first job with HP didn't work out. Ron, now an accountant in the HPA order processing department, continues, "It was too isolated for me. I couldn't see where it would lead. Now I've got a position in marketing—a new field for me. I'm sure I'll find growth opportunities here."

HP PALO ALTO

Mason Byles, central quality assurance—to corporate manufacturing engineering manager.

Tom Hamilton, accounting staff, Microwave Division—to corporate finance staff.

John Stokdyk, on loan to HPSA—to corporate finance staff.

FREQUENCY & TIME

Dick Forsblad, manufacturing engineering staff (F&T)—to special handling, F&T Division.

Lawrence Hifner, publications staff (F&T)—to manufacturing specs, F&T Division.

DATAMEC

From ICM Division to engineering staff, Datamec: **Marv Ackerman**, **Hower Tong**, **Elio Toschi**, and **Orland Upton**.

From ICM Division to marketing staff, Datamec: **Art Wong**.

Jim Herlinger, on loan to ICM—to engineering staff, Datamec.

Kail Peterson, central industrial design—to engineering staff, Datamec.

DYMEC

Paul Schmidt, programming staff, HP-Palo Alto—to computer engineering, Dymec Division.

HP ASSOCIATES

Ron Wray, accounting staff, Microwave Division—to marketing staff, HP Associates.

INTERNATIONAL

Walter Schafroth, International Operations, Palo Alto—to field engineer, HPSA.

PAECO

Ed King, Jr., process engineering, HP-Palo Alto—to tool engineering, Paeco.

SANBORN

Bill Andrews, leadman—to supervisor, materials receiving & inspection.

Hilmi Arslan, section leader, medical instrument development—to section leader, physical-chemical section.

Fred Blacquier, service engineer—to technical writer.

Dan Casale, supervisor, repair—to service engineer.

George Hoefler, supervisor, materials receiving & inspection—to manager, inventory control & purchasing.

Mort Levin, project group leader, amplifier & industrial instrument development—to section leader, biopotentials & monitoring.

Dick Meaney, test engineering—to in-plant engineering.

Tom Moran, special products fabrication technician—to order processing coordinator.

Nick Poly, test engineering—to in-plant engineering.

Dan Strassberg, project engineer, ultraviolet recorder development—to project group leader, signal conditioners & data amplifiers, recorders.

YEWELL

Ron Corkum, Sanborn Division staff—to staff engineer, Yewell Sales, Burlington office.

COLORADO SPRINGS

Del Fillmore, chief cost accountant—to data processing manager.

LBJ names Bill Hewlett to Science Advisory post



HP President Bill Hewlett

President Johnson last month announced the appointment of Bill Hewlett to the nation's Science Advisory Committee. The HP president was one of five men added to the prestigious group.

His appointment was unique in that it was the only one drawn from industry, rather than academic fields. Other appointees include Dr. Ivan L. Bennett, director of pathology at Johns Hopkins University; Dr. Sidney Drell, professor of physics at Stanford University; Dr. Charles P. Slichter, physics professor at the University of Illinois; and Dr. Charles Townes, M.I.T. Term of the appointment is four years, and Committee members meet monthly to provide advice and counsel to the Federal government.

Also in March, the National Academy of Engineering announced that it has added Hewlett's name to its roster of 70 members "in recognition of his distinguished contributions to the electronics field."



from the chairman's desk

IN THE PAST FIVE YEARS we have grown from a company of 3,500 people, largely concentrated in the Palo Alto area, to a decentralized organization of more than 9,000 people. In the United States alone we now have 14 operating divisions, each with its own group of products, its own engineering laboratory and manufacturing plant.

During this same five-year period we have extended our capability into new fields, such as medical and chemical instrumentation. This has diversified our company, and at the same time increased the need for a more effective method of coordinating our various operations. A good example of this situation is in the East, where we now have four expanding divisions producing a broad range of electronic, medical, and chemical instruments.

To provide these divisions with greater support and recognition, and to strengthen our corporate-wide communications, we have asked Noel Porter to oversee our Eastern operations on a more direct basis. To accomplish this, Noel is establishing an office at the F&M Scientific Division in Avondale. He will spend considerable time with the chemical instrumentation program at F&M, and also be more directly involved in the Sanborn, Rockaway, and Harrison operations.

Noel, who joined the company in 1946, has been vice president of operations since 1960 and prior to that managed our entire manufacturing activity. His extensive experience in all phases of the company's operations will be very helpful to our Eastern divisions as they continue to move ahead with their various programs.

While Noel is in the East, we have asked Ralph Lee, our vice president of manufacturing, to oversee our Western divisions, including the two in Colorado.

I am confident this move will strengthen our entire organization and enable each division to receive the guidance and support it needs to make a good contribution to company progress.

Another important development in our management structure is the recent election of Francis Moseley to our board of directors. As many of you know, Francis started the Moseley organization in 1951 and has been associated with HP since his firm joined our company in 1958.

Francis has had an outstanding career in the electronics industry, pioneering the development of X-Y recorders and obtaining some 45 patents in servo-mechanisms, instrumentation, and radio navigational devices. His engineering inventiveness, his broad knowledge of our industry, and his keen insight and interest in our HP operations will be especially valuable as we continue to expand our product line and markets. We're delighted and honored to have him on the board.

David Packard

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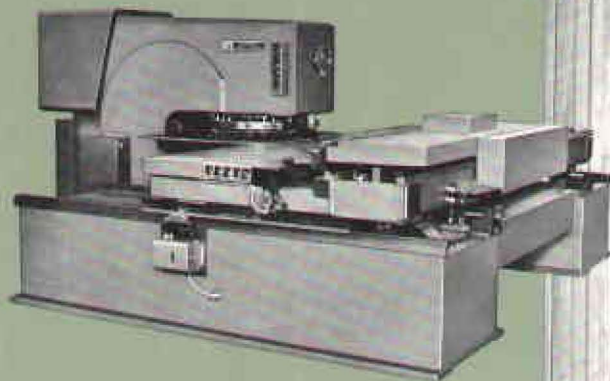
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"I often say that when you can measure what you are speaking about, and express it in numbers, you know something about it; but when you cannot measure it, when you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind . . ."
LORD KELVIN (1824-1907)



Sanborn readies nursery for its big new baby

THEY ARE EXPECTING at Sanborn this month, and what a baby it will be. A 11¼-ton, highly automated, \$150,000 Wiedematic punch press that represents the newest concept in machine shop operation. It promises to be a very individualistic sort of infant. When hooked up it will respond without a whimper to commands that come to it via pre-punched tapes. Its attention span will be limitless, enabling it to punch out images from a whole sheet of metal repeatedly. For a starter it will be able to perform some 1,200 operations, and its library of tapes will be expanded as new Sanborn parts are designed. The complete operation will be run by a three-man crew. The new Wiedematic and related equipment are part of a continuing modernization program at the Waltham, Mass., facility.