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John Warmington Hands Over After Distinguished Career

The end of an era for Hewlett-Packard Australia came on October 30. John Adamson Warmington stepped down as managing director.

His association with the company he founded and led so energetically for 14 years has not ended — he remains as chairman — but day-to-day leadership has passed to David Booker, the new managing director.

John's vast experience will also be available on a consultative basis but he's looking forward to easing out of the heavy work commitment that he elected to carry right from the start of his business career.

Perhaps he has projected austerity and seriousness in casual contacts. Yet associates and friends of closer and longer acquaintance have spoken repeatedly in recent days of his keen sense of humor, his informality and the frequent occasions he has helped a limping workmate often without allowing his concern and assistance to be known.

John sold the first HP instrument delivered in Australia in 1947 (a voltmeter). He was a salesman for George Sample and Sons, which had just taken on distributorship for the fledgling American company, and he had little thought then that he would set up and head an Australian subsidiary.

There was even a time when he thought seriously about farming rather than sales. His parents owned 16 acres at Rosanna, the chore of milking two cows before setting off to school did not seem to sour him towards the land.

However, there was the competing call of commerce. His father had been sales manager of McKay's Sunshine Harvester Company, brought out from Ireland by his second cousin Victor McKay, who in 1884 when only 19 built the first machine to cut, thresh and clean grain. There were no ICs in Victor's invention, just parts of old strippers and winnowers on his father's farm. Later Warmington Senior was a stock and land agent.

After schooling at Williamstown and Northcote High Schools and

Scotch College, young John took a clerk's job in 1936 with ships' chandlers, Inglis Smith.

Jobs were not plentiful in the great depression had broken — and he was disappointed but he had to be launched but he had to be within weeks that selling instead of pushing a pen was what he wanted.

The chance came when George Sample had an opening for an automotive parts salesman. A philosophy and work pattern began at Sample's that persisted throughout his career.

"I believed I had to know as much about a product as the most knowledgeable customer so I enrolled for a course of automotive engineering at the Working Men's Tech, now the Royal Melbourne Institute of Technology. I wanted to know where every part on Sam-

ple's shelves fitted into a vehicle and what it did," he said this week.

"It was a tough schedule; work from 8.30 to 5.30, I think; Tech work might be done until after nine; two for exams and heavy reading of automotive specifications at the weekends and through the annual vacation. It paid off, though. I was seldom stumped and there was satisfaction when clients showed confidence, expecting the right answers. I've always known the complete specs of anything I've sold. It didn't mean I knew what made it tick but I knew how it should be used."

John thought the HP Way was keeping the company ahead of its competitors, throughout the world but he identified another advantage: globally it was its own biggest customer.

"We're not likely to fall into the trap of believing our products are faultless and dictating to customers how they should be used, when users back at our place are criticising or demanding modifications for new needs they are discovering. Our people in the field have opportunities to be better briefed than rivals because they can get a customer's objective viewpoint from the members of their own support team. It just requires hard work to keep up with specs and

listening to the users rather than talking them down," he said.

Asked for his own insights or definition of the HP Way, he said he had no novel twists to give it. He was happy to accept it the way it was handed down.

"I must say that leaders leading the way have often been excluded by MBO. Anyone has been heard, on some occasions when the top has to call a halt and make the hard decision," he offered.

"The HP Way has brought the company to where it is and there is no doubt it will continue to be the basis of its prosperity. However, times change and companies grow. The challenge in Australia is to find appropriate ways of applying the HP philosophy and groups have lost their original intimacy."

John thought there was no particular highlight of his career, no spectacular success that overshadowed all others.

"It's been exciting and satisfying to start from scratch and with the help of talented people put together a successful structure. Sheer hard work has been my contribution, rather than flashes of inspiration" he said.

Q: "Well, if there is no single triumph, can you recall a significant failure or something you would have done differently given another chance?"

A: "My biggest regret is that I did not get a better education. I have often thought that I would have done a better job with a better academic background. A lot of people who succeed are self-educated and lessons learned by experience are not forgotten. But experience takes time to come by. Education shows the short cuts, tells what others have found successful and pinpoints practices that have failed before. Formal education alone is not much use but put education and experience together and you have a combination that beats one or the other in isolation."

Then came advice to those joining the company and those with ambitions for advancement:

"We need the best-educated

people available. We look now for good performance in tertiary studies when recruiting in the technical and sales areas. I would even urge those in areas that don't demand advanced qualifications to consider acquiring them, particularly if they want to progress to more responsible duties."

A characteristic of John Warmington which colleagues have appreciated has been his lack of affectation.

"I tend to do most of my travelling to where the problems are. Here under John Warmington you don't seem to have had many. That's a good reason why I haven't been here more often."

— Bill Doolittle, Senior Vice-President, HP International, speaking to Melbourne staff on October 29.

He was hard-pressed to name his favorite charity. He had let most of the choices be made by Nunawading Rotary Club. Whatever or whoever was the beneficiary of its current community program, he was behind it. He took the obligations of membership seriously.

He did allow that he got a lot of satisfaction from working with a team that raised \$300,000 to instal an organ in the Blackwood theatre at Monash University.

Was it because he was musical?

"No, I don't know much about music. My preference does not get much above country and western which I find relaxing; it doesn't make heavy demands on concentration."

Likewise, he preferred simple hobbies and recreation. Cars had always interested him — memories of Sample days — although he didn't tinker with their innards.

HP 002 was the number of the Ford LTD parked out front. Had he ever tried to track down HP 001 and bargain for a switch?

"No. I saw it on an MG in War-rigal Road once but I didn't try to make contact."

Golf has been an interest and he looks forward to playing more in retirement. He had a handicap of 18 and will be working to get back to it.

COVER: The picture needed no caption. It shows John Warmington as friends and colleagues will remember him.

CARTOON: By Kuan.

"I like to play to it which is different from just getting down to it," he said with more hint of a boast than about anything else he had discussed in an hour of steady interviewing.

But he's never found golf the mental escape he needed from business; it was concentration all the way.

Fishing is his first love, saltwater or river.

"With a line in hand, I can forget all about work. It's not just that phones don't ring; I can drift off and drop every care," he said savoring pleasures he anticipates when he takes his power boat north this summer.

Catches so far have been up to 20kgs. Now he's setting out after the really big fellers, although he says he'll never despise flathead caught for the pan off Dromana and Mornington, where he has gone for nearly 30 summer vacations. Joan, his wife, and son Russell, Personnel Administrator, have shared his enthusiasm for rivers and the sea, whether fishing or water skiing.

John Warmington accepts that every leader has his personal style of leadership and he would not seek to impose his own on a successor. He offered no public advice to David; he could not be drawn on what new directions HP Australia might take.

Colleagues were also making no predictions — except that when stocks of John's favorite Arnotts Tim Tams are exhausted they won't be reordered.

There's hardly an omen in that. It's just that John had a sweet tooth; David goes more for tongue-tingling English mustard on his canteen roast beef sandwiches.

● John Adamson Warmington, son of James Warmington; born Sunshine, July 14, 1919. Married Joan, daughter of Howard and Bell Cheeseman. One son, Russell. Lieutenant in Army Special Intelligence, serving in Brisbane and Papua-New Guinea with General MacArthur's HQ; a director of the American Chamber of Commerce in Australia; a trustee of the Committee for Economic Development of Australia; Fellow of the Australian Institute of Managers; Fellow of the Institute of Directors; Fellow of the Company Directors' Association; represents HP on the Australian Telecom Development Association and the Australian Computer Equipment Committee; founding trustee of Young Achievement; member of the Naval and Military Club; member of Greenacres Golf Club; member of Athenaeum Club; member of RACV Club; member of Nunawading Rotary Club; and, as assessed by friends, a slightly blinkered enthusiast for Ford cars and the Geelong Football Club.

Be Patient

Staff, assembled in the Melbourne canteen for John Warmington's last address as managing director and Bill Doolittle's discussion of HP's 1981 achievements and 1982 goals, were asked by new managing director David Booker to be patient and co-operative during building extensions.

He said a letter of intent would be issued the next day for the architects and builders to proceed with additions that would double the present capacity at Blackburn to more than 10,000 square metres. Cost would be about \$4.4 million.

Builders would probably be on the site before Christmas; he hoped that the first extra space would be available about June and all of it by the end of 1982.

Much car-parking space would go as well as the barbecue area. Efforts were being made to provide car-parking across the road.

"We can't find the owner to negotiate with but perhaps he will come forward with a rush if he finds cars parked there," he said.

Negotiations were also proceeding with neighbors two doors away.

"We ask your co-operation during the building period. It may mean a longer walk from your cars but we should keep parking open for customers and our own cars going in and out during the day.

"No one is to go onto the building site."

"It will be a 'hard hat' area and the builders should not be given the slightest cause for complaint that they could not meet tough deadlines because curious staff got in their way. At appropriate times, we will arrange inspection visits for staff."

David said a lot of reworking of accommodation would be needed leading up to and during the period that new space became available. So he appealed for patience.

We are now a public company. The change was made mainly to obtain finance for our Australian operations and as precaution against changes in exchange rates. So take out "Pty" from our title. Don't use old letterheads.



Oldest Member

On November 1 John Williams, assumed the mantle of doyen salesman of HP Australia. He now has the longest service of anyone selling HP products full-time in Australia.

It was appropriate that he should have come over from Adelaide to attend John Warmington's farewell functions. The two had been involved with HP products since they met through George H Sample and Sons in 1956. JAW was selling them as office manager of Samples and JLW was buying as an officer of the Long Range Weapons Establishment (now the Defence Research Centre).

John Williams had been buying this and that and felt he should meet the Melbourne suppliers. On a visit in 1958 he was invited to join Samples as a salesman and he started in March, 1959.

It was a modest team - three people including the secretary. Tom Cottle was one and Lindsay Gibson was the other salesman.

He stayed in Melbourne until 1962 and then went to manage the Sample interests in Sydney under the title of Sample Electronics.

In 1972 he became Defence Liaison, the chief contact between HP Australia (which had taken over Sample's electronics division in 1967) and the armed forces.

He was to move interstate again in 1974 to manage the Adelaide office. So in March next he will notch his 23rd year of service. ■

Smiling Voices

There are many times when no one is more important to a business than its switchboard operators and receptionists.

The unseen caller on the phone could be a nut - there *are* some around - or just sound like one and have a million dollars to spend. If he's aware of the quality of the product, he might put up with a cold voice on the line; but it could be just the encouragement to shop elsewhere.

So HP switchboard operators and receptionists - in Melbourne, Sydney, Brisbane, Adelaide and Perth - carry heavy responsibilities; they discharge them cheerfully and well.



Longest-serving HP Australia employe and Adelaide Manager, John Williams (right), and Bruce Graham, Sydney Manager, visited Melbourne for the John Warmington celebrations.

But if occasionally you find the switch doesn't answer as promptly as usual, or the operator is friendly but doesn't seem anxious to prolong the conversation, mentally sit yourself at their desk.

In Melbourne, where Judy Payne and Delys Deane, control the board, at least 1000 in and out calls a day are handled.

Staff dial their own local and STD calls but the switch books ISD. Tuesdays and Fridays are especially busy with overseas traffic. Across the international date line, our Tuesday is the US Monday with folk in California brimful of ideas after a two-day rest; Friday is our last chance to contact them before we go off for our weekend.

Judy and Delys manage the car pool which means keeping a log of all vehicle movements and users; they phone for taxis needed by visitors; in less hectic minutes they fold brochures for mailing; they meet all job and training course applicants and give them directions; they handle service inquiries both on the phone and in the foyer; and they need to be continually updating their knowledge of products.

Nearly every day they make additions to their hand-printed gazetteer of products, people and departments. When calls flood in at up to 10 a minute, there isn't time for a long interrogation about what is wanted, even if callers are not too sure themselves. They listen for a key word - like "measuring" - and that means Instrument

Group. They hope they sound as if they know exactly what the inquiry is about and that they can put the call straight through.

They are excited by the pressure of the job but find 90 minutes on the switchboard alternating with 90 minutes on other chores keeps them sane. Judy qualifies: "Nearly sane."

They recognise regular callers immediately, even those who don't identify themselves. Sometimes they hear things not meant for them but the code of the switchboard is that such things are not discussed.

They could not be persuaded to describe their nastiest experience but said the customer who called from South Australia to thank them for helping with a calculator repair really made their day.

Judy lives at Ringwood, is married to Barry and their children are Justin, 10, Suzannah, 8, and Calinda, 6. All the family joins in non-professional motor sport. They have a MG Midget for hillclimbing.

Delys is married to Frank and with Kristen, 10, and Gabrielle, 5, they live at Chirnside Park. Sailing is their recreation.

Our other receptionists interstate are not out of mind. They have equally important jobs and we will tell about them later. ■

Million \$ Man

You could suspect that a salesman who has totted up orders of \$1 million three years out of four might look askance at a \$1000 order.

"Chicken feed; leave it for the small fry," you could imagine him saying.

But John Antonello, newly appointed Manager for Instruments, Southern District, would not be pleased. He reached \$1 million in 1978, 1980 and 1981 - in 1979 his total was a mere \$750,000 - and he claims he gets as much satisfaction from a thousand dollar order as one for a hundred thousand.

"It's not that I scramble for every dollar that offers. I won't encourage a customer who I know is set on the wrong equipment. I'd like to help him to the right choice even if it delays a sale or even if he doesn't buy," he assures you.

"It's nice to have money in the pocket but the real satisfaction comes from knowing that I couldn't have pulled out any more stops to make a sale and that the customer really needed what I was selling.

"We see ourselves in the market place as consultants rather than foot-in-door salesmen. Some things the customer knows we sell - overseas perhaps but not here because of particular local problems - we decline to supply, or do so only under conditions that are well spelt out.

"We want long-term business, not fly-by-night easy pickings."

Asked what advice he could offer other salesmen, he claimed no special knowhow or charisma.

"Like any serious salesman, I try to build up rapport with the customer before getting down to the nuts and bolts. I constantly seek to define his needs, not mine.

"I would not be happy selling the largest fridge on the market to a little old lady living alone if I knew she would soon regret buying it.

"We aim at repeat business because HP funds everything from earnings. It has no long-term debt; the cash flow must keep flowing.

"I try to get the buyer to believe that we really will keep supporting him; like our policy of supporting a product for five years after we have stopped making it."

If there is a secret to John's success, it might be that he studies a prospect with the thoroughness of a management analyst.

He knows whether the company can afford to buy; he knows his own specs, what competitors can offer and where they might fall short of HP equipment or service; but above all he studies "the system."

When the system most times involves a government department and a lot of money, it is a tremendous help to know where submissions are likely to get lost or bogged down.

"There's nothing unethical about asking the right person higher up,



John Antonello

"... no hustle"

when the timing is right, where things stand," he says.

"He might be as puzzled as I at things taking so long; often it needs just his word to a clerk to pull a file from the bottom of the heap. Not every customer has a support team as helpful and efficient as a salesman for HP. I have made good sales but there has been a lot of unseen support behind me."

Have you wondered what YCDBSOYA means on badges that John awards from time to time?

He offered Depth, which is meant to contain only wholesome family reading, this decoding: "You Can't Do Business Sitting On Your Ass."

John is a diplomate of Royal Melbourne Institute of Technology, graduating through the Faculty of Communications Engineering. He worked in Germany for a couple of years with Siemens and joined HP as a staff engineer.

His hobby is restoring old engines to full working condition. No farm machine, however rusted up, deters him.

With wife Gretelle, he lives at Wonga Park.

FOOTNOTE by Geoff Rosengrave, chief technical officer of Electrical Engineering at Melbourne University: "John quietly goes about providing the facts. He might call at 5pm, stay with your problem past dinner time and be back to you next morning with answers he wasn't certain about the night before. A telex to the States or Singapore or wherever had got the information you needed. We think he is the best there is. There's nothing more irritating than a salesman who hustles. John never hustles." ■

Helping Hand

Personnel assistant Sara Ross, who lives at Mooroolbark, says in her attractive Florida lilt: "Horses are great fun but they keep you poor."

Sara isn't referring to thoroughbreds and their fickle performances at Flemington but to Quarter Horses which she, her husband, Rollan, and their children breed and show.

She tells of the cost of buying hay, transporting them around the country to shows and outfitting their riders in the traditional riding costumes of the American west.

Rollan is president of the Melbourne Quarter Horse Association which has a membership of 450 that is increasing rapidly. The Australian QHA has 6000 members and there are 43,000 horses registered in all states.

The horse gets its name from its speed over a quarter mile; no horse is faster and Sara predicts that Australia will have Quarter Horse racing, not just shows where they are displayed and riding skills and costumes are judged. Racing is booming in the US; the Rosses came to Australia from Miami.

Quarter Horse owners and riders do not grab at all the fun. They regularly give outings to the disabled, providing an opportunity to get into the country and identify through the horses with the strength and mobility that life has denied them.

Sara bristles if you suggest even good humoredly that her horses are just show offs, pampered pets with expensive eating and grooming habits.

"They're beautiful, gentle, intelligent and loveable but they have more uses than as pets and for showing," is her loyal defence.

"No horse can work cattle better; their great speed is over a quarter mile but they have courage and stamina. Quarter Horses helped develop the American continent."

John Warrington presented the HP Hi-Point Youth prize at a show in March and an HP 9845 computer was on loan to keep track of the intricate scoring. ■

DEPTH

for Australian and New Zealand staff of

 **HEWLETT PACKARD**



Unique Hobby

Tony Johnson, after a heavy day at his Blackburn bench, lights up. He says it helps him relax; it's a pleasant hobby and it has been going on now for 10 years.

Not smoking. He lights up the clouds above Melbourne and sometimes Victorian country towns. He owns the only searchlight in Victoria that is hired to supermarkets, service stations, theatres and the like when they want to attract attention.

Tony was in the RAAF when his interest in searchlighting started. Two men who owned a light engaged him to keep it running and then sold out to him. He's had a profitable pastime since.

His light is wartime American-made. It mounts on a truck and is driven by a 100-volt DC generator. The arc light starts as a hissing inferno 6mm across and at 4600 metres has spread to a 30m cone. It emits more than a million lumens (in old measurements that's 850 million candlepower).

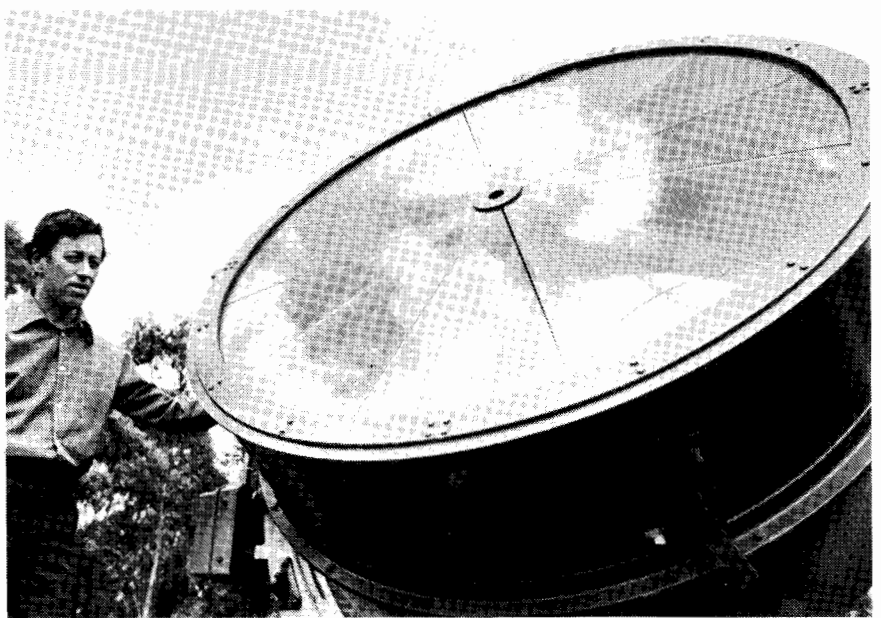
The reflector mirror is cast glass supported only at the rim. Replacement cost is near \$5000 but Tony bid at a disposals auction and got three as spares for \$25 each. A scrap merchant was the only other bidder; the mirrors are backed with lead.

He also tendered for arc rods when a supplier had to vacate a building near the old shot tower overlooking Museum underground station. A 10-tonne truck was needed to cart away enough rods to keep him going well into the 21st century.

The Transport Department monitors his performances. He can't focus on civil aircraft, although occasionally one wanders into his beam. He won't illuminate ground targets because there is risk to viewers looking into the light.

He's been on location a few times with the Hells Angels who are making a film which they hope will give them a better image. He wasn't invited to join. His commission was to throw red-filtered light along the Heathcote dragway so that the bikies seemed to be riding out of the setting sun.

Crawford's engaged him for a sequence of The Sullivans, lighting up a set where prisoners-of-war were attempting a night escape.



Tony Johnson's king-size torch — one helluva lot of candles.

Tony's light has attracted the interest of the rescue service. He could light up the Bay to a distance of six kilometres. It could be a point of reference in country searches, the source visible 35 kilometres away and the beam, in good conditions, up to 100 kilometres. For public emergencies, he would not charge.

It's not politics that prompts Tony to quip he might get more business in Queensland. It's just that Premier Joh won't have a bar of daylight saving. In Victoria, bookings take a dip from October to March. Dark nights with clouds to give reflection are best conditions.

Tony has been a service technician with Instrument Group since 1979.

Now you know more about the truck which often appears in the car park, usually on Fridays, the busiest night of Tony's week. ■

Small Can Be Beautiful

Don't sneer at smallness — at least at small beginnings. Hard work and good planning for growth can overcome a Lilliputian start.

Bill Doolittle, responsible through HP International for about half of the company's income, was thinking that way during his Australian visit last month.

He told how the American company's plant when he joined was a quarter of the size of today's Australian headquarters.

He knew how the Adelaide operation started from a former fish and chip shop.

"Why, when I went to work for HP I shared a desk with two others. The first one in had it until morning coffee. Then we rotated for the rest of the day," he reminisced. ■

Sport Support

Weren't at the MCG on grand final day sponsoring the Brownlow Medal or at Flemington on the first Tuesday to present the Melbourne Cup. But there are other recreations and this year HP has been deeply involved with sport a little closer to home.

We have sponsored one of the Blackburn Baseball Club teams for two years, helping to provide T-shirts, bats, bases, playing tee and balls.

Players are aged from six to 10. Last year the club entered 10 teams of 12 children each. This year, with the season running from September 12 to December 18, it has registered 14 teams.

Perhaps it's not pure coincidence that HP staffers are involved with the club. **Graham Gunson**, of Computer Service, is a coach and his son John is a player. **Ray Gerwing**, of Personnel, is another coach. **Bill Davis**, of Computer Service, has a son, James; and Charles, son of **Ken** and **Enid Braszell**, of Melbourne Admin, also swings a bat. ■

Welcome to:

NATASHA, daughter of Marguerite and **Peter Simpson** (PCPS) — Box Hill District Hospital.

MICHELLE, daughter of Jolanta and **Stephen Paul** (Systems Engineer) — Cabrini Hospital.

TIMOTHY JAMES, son of Kim and **Peter Delbridge** (Marcom) — Frances Perry House.

Western News

Perth office has had a most successful FY 81. Highlights were moving into its new building and winning the trophy at Information Technology Week.

This is the bubbling report that came in from the West:

"We opened for business in our new premises on October 6, greeted by the wonderful sound of silence . . . our telephones had not been connected on time. This joy to our ears, but not our pockets, was short-lived and the bells were ringing and buzzes buzzing next day.

"Our building is two-storey and all the 'rooms' are downstairs - computer, demo, service, storage, etc. And the reception area, of course. Most who visited Perth over the last three years would be delighted to learn our reception is now something to be proud of; not the wrap and despatch area it looked at 141.

"The brain tank takes up the whole of upstairs. We can actually navigate between the desks and filing cabinets and if you stretch to ease tension you don't poke out someone's eye.

"We still have a few teething problems and finishing touches to be done but everyone is delighted with the new work environment.

"Our other highlight was mainly a computer group effort but in various ways everyone in Perth contributed. Those who took the brunt were Garland Smith (one-man stand controller - at times); Andrew Moore, David Chambers (lunchtime relief); Judi Elliott; and even our DM, Terry Wilde, on the odd occasion.

"Information Technology Week aimed at bringing computers and technology to the attention of non-technical people.

"On our stand we displayed our 'Big Bertha' plotter off the 9845B, the 9826 with the 9872B attached, the 85 with its Bach rendition and the color screen of the 9845C, a real crowd-drawer. For the commercially-oriented, we had the HP250.

"So far we have had quite a few very favorable inquiries."

Perth Manager, David Chambers, was all smiles when he received the handsome Ministry of Industrial Development and Commerce trophy on behalf of his team.

GLEN TAYLOR
JUDI ELLIOTT

The Chinese Connection

Just before visiting Melbourne, Bill Doolittle announced an agreement with the Chinese Government to establish a distributorship in Beijing (Peking) responsible for sales and service of HP equipment in China.

It is the first time the Chinese Electronics Import/Export Corporation has created an organisation to support the products of a non-Chinese manufacturer.

This year the People's Republic of China received five 3000 Series computer systems. They are being used by several Government ministries and universities for economic development analysis in the fields of transportation, food distribution, hospital management, housing and power distribution.

Recently, in a separate initiative, HP Australia hosted a Chinese seismologist on an inspection of the Melbourne facility. He was introduced by CRA Exploration Pty Ltd which had been helping him in relation to mining, mapping and planning. Kenoll Wilson and Robert Day answered his questions through Australia-China Society interpreter, Peter Coyne, and HP assistant engineer, Su Li Shee, who hasn't forgotten the Mandarin he learned in China.

Peter Coyne, Mr Yang, Kenoll Wilson and Robert Day.



New Brisbane Building

Plans are proceeding to give Brisbane more space. Staff and business have outgrown the city centre building and it is expected that a contract will be signed by the end of November for an 1120 square metre building facing Payne Rd, The Gap.

Hopefully it will be completed by July next year.

The new location is 8 km from the City Hall - in Brisbane's traffic an 11 minute drive - and is surrounded by attractive parklands and reserves.

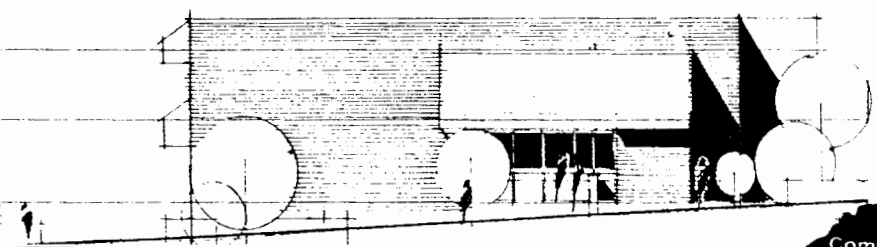
Construction will be similar in style to the Sydney office but, as a concession to the tropical climate, windows will be of 'black' glass, the exterior painted white and with generous overhang of awnings to reduce energy needed for cooling.

The ground floor will be furnished as a generally open area, about half being given to demonstration rooms for seminars, equipment displays, repair facilities and reception. The building will be essentially a rectangle with toilet block and a barbecue or entertaining area added to the outside.

Initially HP will occupy only the ground floor; the upper floor will be let to two tenants until required for our own purposes.

Brisbane staff under Healey Blessing now number 18. In keeping with HP policy of planning well ahead, the new building will be able to cater for expansion up to 60. There will be parking for 44 cars. ■

Below: An artist's impression of the building planned for The Gap.



Computer
Museum

Taking Stock

First meeting quotas and then striving to better them would always be the aim of a vibrant business; but even when quotas were not met good could come of it.

This was the message that Senior Vice-President of Hewlett Packard International, **Bill Doolittle**, gave Australian staff when he was chief guest at John Warmington's farewells.

"It is always good to have a breathing space. You become a bit sloppy in the way you do things when the orders are pouring in. When growth slows down you are forced to reassess the whole operation and that is not bad when the opportunity is used that way," he said.

America, indeed the world, had not enjoyed a good economy in the past two years. There were high hopes that President Reagan would turn it around by reducing income tax and making investment more attractive.

He had put some of his ideas into operation but it was too soon for many of them to work. They had not stimulated the economy as much as everyone wanted them to.

Higher interest rates than America had ever seen made it difficult to service loans. America, with weakening of the dollar, was an attractive place for foreign investments and this made it hard to sell abroad. West Germans had to pay 30 per cent more deutsche marks than they did a year ago for American products.

In spite of this HP was going to report a satisfactory year, not like the performance of the last five years "but not too bad."

HP was less responsive than some companies to economic downturns because it put at least 10 per cent of sales revenue into new products.

"Much of our increase is due to new products. Unfortunately we have not been able to build them as fast as people want them," he said.

There had been bright spots and one had been Australia.

He added: "Your economic climate has not been easy but Australasian sales people have done an outstanding job making quota at least. Your growth is more than 30 per cent, which is impressive.



Bill Doolittle
... thoughts of Lake Tahoe

"By the time I visit again you will have additions to your buildings. It is important to plan growth and provide the facilities required."

He said that the world was looking to the Japanese example of introducing sophisticated automation, not only to control labor costs but also to ensure constant control of high quality.

More people were being given opportunities to retrain for more satisfying jobs than were being replaced by automation. Robots were taking over jobs that people did not want. Robots did welding more efficiently; they worked uncomplainingly in the fierce heat

of a metal foundry or down in a mine; they did not tire, were not bored by tedious tasks and did not have domestic upsets that made them accident-prone.

Current HP emphasis was on developing instruments that talked to each other in automated applications. It did not follow some manufacturers into areas like amusement and the home where they had solutions without problems.

Increasing attention was being given to energy conservation. Microprocessors had a big role to play in constantly fine-tuning things like dishwashers to save hot water and automobiles to cut fuel consumption and pollution.

HP had no immediate plans to manufacture in Australia but the company tried to make a contribution to the economy of any country it operated in. Its goal was not just to sell products it brought in. HP had made a good contribution by providing satisfying jobs for a large number of Australians.

"We have provided good service. We plan to do better," he said.

● William P Doolittle worked for a couple of small electronics firms before taking a chance with another small Californian company, Hewlett Packard. He was among the first 100 employees. The company now has 67,000 on its payroll worldwide. In the next five years it expects to hire another 70,000. Bill Doolittle is not an avid reader of tourist literature; he's been travelling the world almost non-stop for 30 years. His escape is to a place he has in the Sierras near Lake Tahoe; he really relaxes on his boat, the fish seldom tempting him to throw in a line. ■

Recipe Change Promised

Reviving Depth as a regular magazine for HP staff in Australia and New Zealand was hurried to coincide with John Warmington's retirement.

Also, Bill Doolittle's visit with focus on celebrations at the main office, and - let's confess it - material being more easily available near the point of publication explain the disproportionate Melbourne flavor of this issue.

Even before the November copy went to the printer, lines of communication were being firmed up so that the pre-Christmas issue could have more content from Sydney, Adelaide, Brisbane, Perth, Auckland and Wellington.

Be assured that it isn't an article of company faith that everything in the South Pacific revolves around Melbourne; even Melbourne folk charitably disclaim it

The invitation is there to everyone: send your items NOW. There will never be a more sympathetic interest in getting non-Melbourne material published.

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