

# Measure

For the men and women of Hewlett-Packard / MARCH 1967

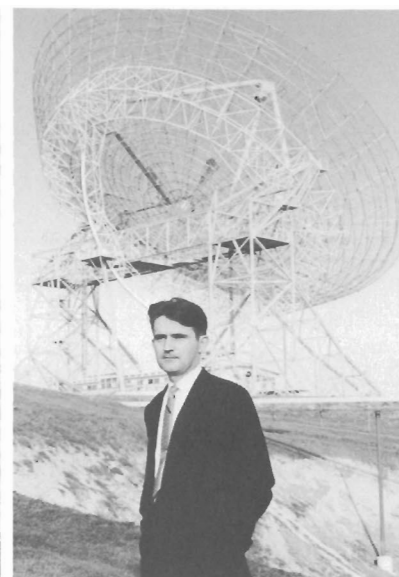
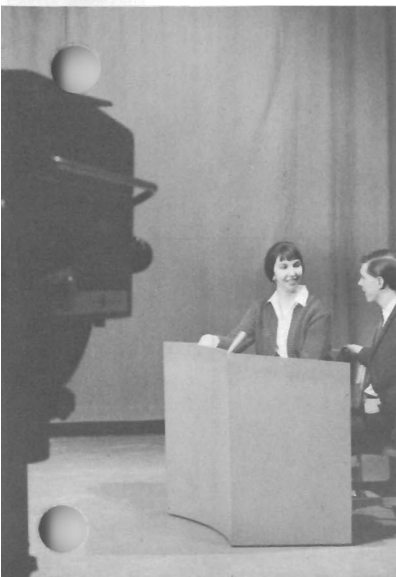
*Employees Scholarship Program:*

# A vote of confidence in your children's future...



**HE WAS THE FIRST:** Ever since 1952 when he became the first HP scholarship winner, Ralph Baender has been closely associated with the "knowledge explosion." At Yale and Berkeley he studied electrical engineering and physics, now is a research engineer at Sylvania's Mountain View electronic development laboratory where he is involved in classified research on high-altitude communications. More and more scholarships are needed, he says, to assist students who are under greater pressure than ever before, due to the twin explosions of knowledge and population. In Baender's view, "Every scholarship dollar gives our children and our society a better chance in a trying and hazardous future."

**EYES ON ELECTRONICS:** William Velardocchia, son of Cosmos Velardocchia, Sanborn section head, is representative of the most recent group of scholarship winners. Bill is enrolled at Northeastern University in Boston, and is aiming for an EE degree, to be followed by graduate work. In his first term last year he was posted on the freshman honor roll, and relieved some of the pressure of study by taking part in the college drama society. Bill is a forthright booster of the scholarship program which he says "helped me greatly" and would like to see more programs of this kind developed by private industry. Bill and other winners emphasized that scholarships are more than money: they provide an incentive for achievement.



**COLORADO COMMUNICATOR:** A career in television or radio—in programming, directing, writing, producing, or management—is the ambition of Janet DeBoer, now just over a year away from graduation at Denver University. Toward this goal Janet has been garnering quite varied experience since her senior year at Loveland High School in 1961. She has worked for the American Friends Service in welfare areas, in a state mental hospital, went to Germany where she worked for HP at Boeblingen, studied German literature and philosophy at Friburg University, and worked for the U.S. Army in Berlin. At Denver University Janet has been awarded a full-tuition scholarship. She is the daughter of Virginia DeBoer, Loveland secretary.

**DETERMINED DENTIST:** When Ed Laveroni applied for an HP scholarship in 1957 he already had dentistry clearly in mind as a profession. The scholarship, he says, enabled him to attend College (now University) of the Pacific, from where he went on to San Jose State and later to College of Physicians and Surgeons in San Francisco. In all, it took more than \$20,000 and seven years to achieve his goal of a private dental practice which he now has at Sunnyvale, Calif. As a result, he feels very deeply that permitting the needful student to apply scholarship funds to his own choice of college and field is very important. Laveroni is the son of Sophie Laveroni, a wirer and solderer in the Microwave Division's production department.

**HOMEMAKER'S WIDE HORIZONS:** Just because she married and now is mother of three daughters is no reason to suspect that Ordetta Bechtel Houland of San Jose has in any way surrendered to lifelong domesticity. As one of the two 1954 scholarship winners she attended Pacific Lutheran University in Tacoma, Wash., where her first child was born between semesters in her senior year. Ordetta nevertheless graduated with honors. Although school teaching has not been possible because of her growing family, she and her husband Paul are very engrossed in church work and have taught an adult Bible class in recent years. Now, after a nine-year break, Mrs. Houland has resumed her studies, aiming for a master's degree in science.

**SCIENCE, SOCCER, AND SONG:** Juris Petriceks has journeyed what seems like light years since fleeing Latvia in 1944. After six years in German DP camps, he reached the U.S. with two suitcases. An HP scholarship (1963) and summer employment at Palo Alto were "invaluable" to Juris who took undergraduate and graduate EE degrees at Stanford, while active on the school soccer team and the Palo Alto Chess Club. Later he worked for Project "Westford" (orbiting dipole belt), now is with Stanford Research Institute, measuring "incoherent electron scatter" originating in deep space. He will also be listening this summer when the Third Latvian Song Festival, of which he is the treasurer, is held in San Francisco.

□ If you just couldn't get the money to start college, or if you couldn't afford your first choice of schools, or if you had to work so long to earn money that studies suffered, or if your total campus experience was made bleak by a too-tight budget—you'll know why the HP Employees Scholarship program, which launches its 1967 drive this month, has the thanks of at least 104 people.

That's the number of persons who have received the \$500 award since the start of the program 15 years ago. A questionnaire was sent to these men and women recently. Its purpose was to discover how they had done—or were doing—in college, what they had achieved in their cultural and professional pursuits, and how they felt about the HP scholarship program now that it was part of their personal history.

Written replies were received from 94 of the 104 recipients—a surprising return considering the many different activi-

ties and locations of these people. More revealing was the great value which they attached to the award.

As money, the scholarships were important to most of them, and downright critical in several cases. They expressed this in various ways: "If it hadn't been for the scholarship I wouldn't have had the chance to give college a good try" . . . "It made it possible for me to attend the university of my choice" . . . "I was able to take advantage of certain external opportunities" . . . "It helped me maintain a 3.6 grade point average my first semester" . . . "The opportunity to attend a university would not have been possible without this" . . . "It enabled me to get through my first year by working only a few hours a week" . . . "The scholarship was a great help to me in meeting the 'other expenses' that must be met" . . . "The money gave me a start" . . . "In high school there isn't a chance to make a lot of money. Five hundred dollars is a real life saver."

Along with the financial aid there was the incentive, the inspiration that many said came with the award: "I felt I always tried a little harder because of it" . . . "At a time when I seriously considered quitting school for a year or so, the only good reason I found for staying was that I owed doing something useful to more people than myself" . . . "It made me want to succeed even more to show that the money would be put to good use" . . . "It gives the student that extra boost" . . . "It's a vote of confidence" . . . "I have always remembered the unselfish actions of the Scholarship Committee in picking a young man who at the time had absolutely no interest in the electronics field" . . . "Many times the pressure is so great it seems too much to bear. Knowledge that these scholarships are employee donations kept me going."

The questionnaire also brought forth a composite picture of a very bright, industrious, and involved group of people.

This, of course, is a direct reflection of the program's stated purpose: to assist graduating high school students—children of HP employees—on the basis of scholastic achievement, participation in activities, and educational motivation.

Last year, earnings from the fund—financially supported by the company and employees—enabled the scholarship committee to make \$500 awards to 22 youngsters representing five HP locations in the U.S. This year, employee donations to the fund via payroll deduction or cash will be more important than ever due to the increased number of student applicants and the certainty of increased costs of their future schooling.

**PROFILE OF ACHIEVEMENT:** The following figures were developed from the 94 replies to the scholarship questionnaire . . .

Over the years, awards have been very evenly divided



**COPTER PILOT IN VIETNAM:** Lt. John Olney, a 1961 scholarship winner and the son of Jack Olney of corporate finance, was welcomed at the White House by President Johnson following John's graduation from advanced helicopter pilot school last November. John now is serving in Vietnam. At the University of California's Santa Barbara campus, John graduated with a major in economics, and plans to continue in law or graduate business school following his tour of military service. In 1963 he was named the outstanding male student among lower division scholars attending UCSB. Besides the \$500 HP scholarship, John put in two summers of work at the Palo Alto plant to help finance his undergraduate college career.



**MUSIC—WITHOUT STRINGS:** To teach music in public schools has always been one of the big goals for Harriett Cook, who won the first scholarship awarded at Rockaway Division (then Boonton Radio Co.) in 1962. Harriett graduated in music education from Hartwick College last year, and now teaches elementary vocal music at New York's Weedsport Elementary School as well as offering private piano lessons. She was particularly impressed with the "no strings attached" approach of the HP scholarship program because she feels there are many other things besides tuition, books, and board that are important for a successful and enjoyable college career. Larry Cook, Harriett's father, is an engineer at Rockaway Division.



**NURSING—AN EMOTIONAL COMMITMENT:** Assisting with experimental drug therapy or radiation treatment programs at the Cancer Research Institute of the University of California Medical Center in San Francisco requires a special commitment, according to Marion Weeks, a 1959 scholarship winner. The institute is the "last hope" for many of its patients. Daughter of Helen Weeks, a high-reliability tester at HP Associates, and Jack Weeks, who retired from Palo Alto maintenance in 1964, Marion has always wanted to work with people. The HP scholarship, she says, helped her arrive at a decision by giving her the opportunity to attend the college of her choice, Redland University. Marion is active in nursing organizations and retains her interest in art.

between male and female applicants. Of 34 students entering as science and engineering majors, 23 were boys. In liberal arts majors, girls outnumbered men 30 to 8. The professions—medicine, law, business, dentistry, education—attracted 22 students, with men favoring business and dentistry, and girls opting mainly for medicine and education.

In discussing their career goals, approximately half of the respondents still in college mentioned graduate school as being among their aims. They appear to be well equipped to fulfill this, if their grades are any indication. Out of a possible 4.0 grade point average, half of the HP scholars ranged from 2.6 to 3.5, while an elite group of nine students received grades averaging from 3.6 to the perfect 4.0 (23 did not answer this point). Honors of one kind or another—dean's list, special mentions, honor society awards—went to 40 (19 men and 21 girls).

Action and participation are other attributes of the group.

Approximately 75 percent took an active part in campus life, participating in social groups, school government, professional and cultural clubs, music, drama, and sports. Twenty-one scholarship winners have become officers or leaders in their respective activities. One-third of the group has found it necessary to work off campus while attending college.

The Employees Scholarship fund drive for 1967 gets under way March 15 at the participating HP locations. Contributing is made easy through a choice of payroll deduction or cash. At the same time, applications for 1967 scholarships will be open until March 31 for qualified students.

How many of them will be given that "extra boost" is directly related to how HP employees—individually and together—respond. □



**LESSONS IN LIFE:** When she graduates from UC-Berkeley this June, Sheryl Fong will—figuratively speaking—take with her a beautifully balanced portfolio of scholastic, social, and cultural achievement. Included will be: highest grade point in pledge class (U. of Pacific), president of pledge class, publicity chairman of Chinese Student Club, queen candidate, and Delta Delta Delta sorority membership. Sheryl, daughter of Microwave's Art Fong, and a 1963 scholarship winner, plans to continue working toward a teaching credential. An English major with a minor in history, she says she is particularly pleased that the HP scholarship is awarded to people who are interested in the humanities and arts as well as those interested in the sciences.



**FLYING THE FRIENDLY SKIES:** For Philip Young of San Jose, Calif., missiles and rocket motors were a way of life for almost 10 years. He had aimed for this field when he finished high school in 1955, when he applied for the HP scholarship, and when he graduated from Stanford four years later. The HP award, he says, made it possible for him to attend the university of his choice and to avoid postponing college studies in order to earn the necessary funds. He subsequently worked on the Atlas missile and the Polaris and other intercontinental systems. Then, he got the idea that he would like to fly. And so he launched himself into pilot training which brought him last year to United Air Lines, with which he is a jet pilot.



**TEACHER OF DISADVANTAGED CHILDREN:** The challenge of working with culturally disadvantaged children is a daily one for Mrs. David G. Olson of King City, Calif. The former Deborah Edginton, daughter of Cliff Edginton, a supervisor in International commercial administration, began social science studies at San Jose State College as one of four scholarship winners in 1959. Deborah subsequently went on to graduate studies in education and personnel and probation work. Now she teaches an ungraded class of children aged 7 to 11 years. Noting that "college was one of the most important experiences of my life," Mrs. Olson credits the HP scholarship along with summer work at the Palo Alto plant with helping to make it possible.

# HP's new showcase

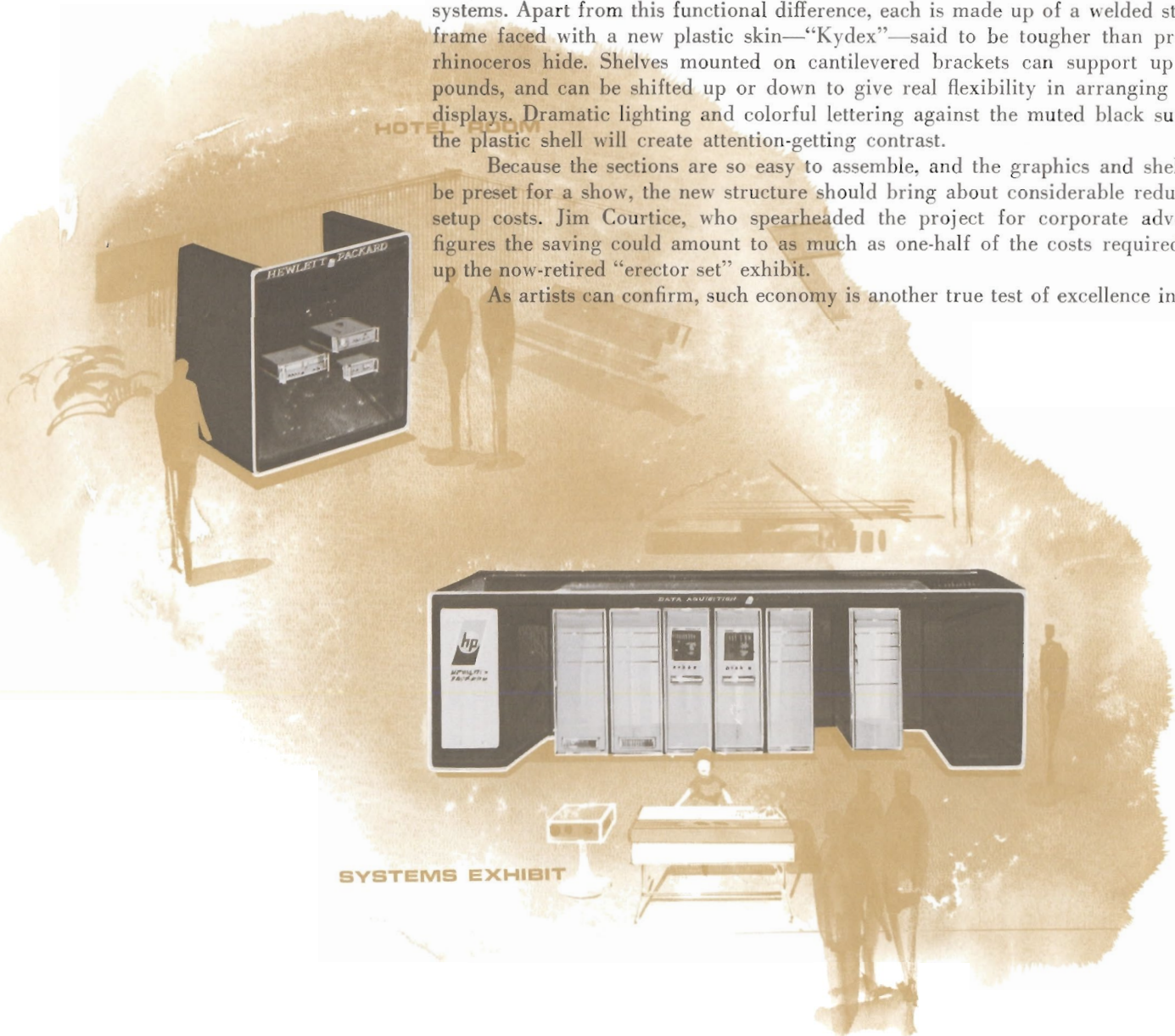
One of the tests of good design is that you shouldn't really notice it: the frame should flatter—never overpower—the art that it frames. This was one of the important requirements established for the new corporate exhibit structure that will be used, for the first time, to show off HP's products at the IEEE show in New York this month. Yet, while the structure does succeed in directing attention to the instruments on display rather than to itself, the fact remains that it is a handsome and interesting showcase.

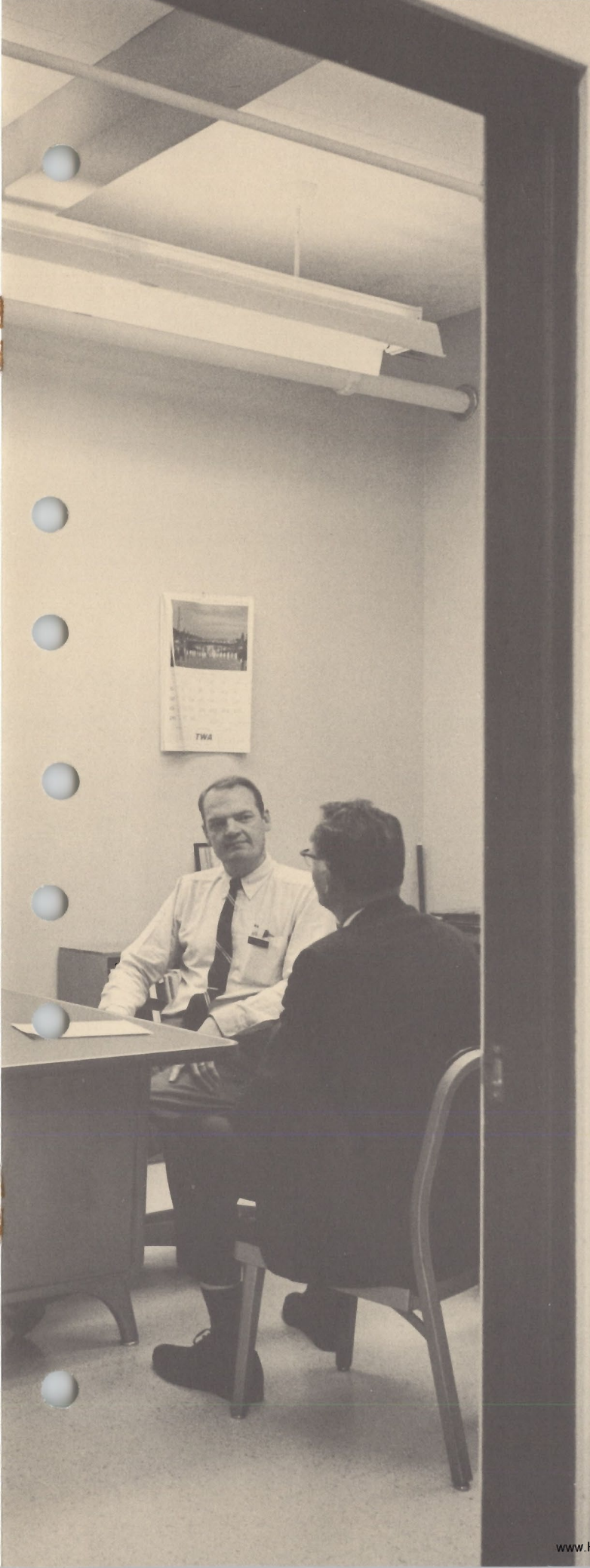
The structure actually is composed of a number of modular sections that can be fitted together readily and rapidly to form showcases of varying lengths. The sections can be used all at one time, as in the New York Coliseum March 20-23. Or they can be shipped in smaller combinations to several of the more than 35 industrial shows in which HP will participate during the next 12 months.

Sections for individual instrument display differ from those designed to exhibit systems. Apart from this functional difference, each is made up of a welded steel tube frame faced with a new plastic skin—"Kydex"—said to be tougher than proverbial rhinoceros hide. Shelves mounted on cantilevered brackets can support up to 900 pounds, and can be shifted up or down to give real flexibility in arranging product displays. Dramatic lighting and colorful lettering against the muted black surface of the plastic shell will create attention-getting contrast.

Because the sections are so easy to assemble, and the graphics and shelves can be preset for a show, the new structure should bring about considerable reduction in setup costs. Jim Courtice, who spearheaded the project for corporate advertising, figures the saving could amount to as much as one-half of the costs required to put up the now-retired "erector set" exhibit.

As artists can confirm, such economy is another true test of excellence in design.





*The HP division general managers' role:*

## Keeping management's door open to problems, plans, people

□ Panelists on the television quiz show "What's My Line?" might have unexpected difficulty guessing the profession of a certain group of Hewlett-Packard people—the division general managers—for few jobs in the company are more difficult to describe than the division managers'.

Students of modern management lend support to this view when they say the trend in industry is toward "management by exception." That is, the manager deals only with matters that others find difficult to resolve.

Actually, HP has been more or less practicing this approach for years under the heading of "management by objective," so recently MEASURE called on Ray Demere, general manager of the Loveland Division in Colorado, to discover how one such manager looks at that role.

The diversity of the job was immediately apparent when Ray began listing the types of activity that consume his day and the percentage of time involved: mail, 15%; discussions with department managers, 20%; new products, processes, or procedures, 20%; visitors, 20%; "wandering" and "neighboring," 5%; community activities, 10%; planning, 15%; travel, 10%.

Actually, these represent the surface characteristics of the GM's job. The essential task is to do whatever needs to be done at any given time. This, of course, will vary greatly both from time to time and from division to division. Yet the strong tie of "management by objective" lends a consistency in approach.

Planning, executing, and evaluating performance are the key parts of a manager's job. For Demere, planning is basically of three types: long-range, medium-range, and short-range.



Staff meetings with department managers are one method used by division managers to maintain communication among the various departments. Demere, shown here with his staff, schedules at least one such meeting each week.

### *The HP division general managers' role*

Taking advantage of opportunities such as coffee breaks to keep in touch is characteristic of HP division managers. It's part of what Ray Demere calls "wandering" or "neighboring."

Annual five-year plans are based upon the division's current and potential markets. These strategic plans consider people, processes, facilities, and resources.

Semi-annual target planning forecasts the division's production plans as modified by field sales quotas, and includes planning the capital-expenditure budget required to achieve targeted goals.

Monthly plans involve balancing of sales forecasts, order backlogs, inventories, manufacturing volume, and employment levels.

All of these plans must be sufficiently detailed to answer the essential questions: what, when, how, why? They also require that the division general manager keep abreast of national and international economic and technical developments that may influence planning for the division's future.

Ray's management philosophy requires that he rely heavily on the people around him.

"The way I like to manage," he says, "is to place the best qualified people in key positions, clearly define their responsibility, delegate the required authority, and monitor their performance."

Periodic evaluations of the division's performance help the division manager modify and improve future planning and implementation.





Lending assistance to the goals of communities in which their facilities are located is among major responsibilities of HP division general managers. Here, Mark Cordell, Loveland Chamber of Commerce manager, and Demere discuss some of the items that supported the city's entry as a candidate for All-American City rating.

The emphasis in a general manager's job will vary with the needs of the division. Loveland, for example, is a rural community upon which the impact of a large manufacturing organization is greater than in metropolitan areas. Accordingly, sensitivity to the wishes and needs of the smaller community is essential. Consistent with his belief in the delegation of responsibility, Demere encourages active and earnest support of community projects by plant personnel.

Statistically, the managers of HP manufacturing divisions present an interesting profile of achievement, on and off the job. Average age among the 17 managers is approximately 43 years. Average length of service with the company (including service with companies that have been acquired) is 15 years.

As a group, the managers exhibit a high level of technical training, with 10 of them holding advanced university degrees. They take a strong interest in professional activities and are highly involved in civic and community affairs. They are also interested in sports and recreation and are active when the time permits.

On the subject of statistics, that list of activities compiled by Ray Demere adds up to more than 100 percent of a working day. Which may be a pretty fair measure of the job of a general manager at that. □



In addition to group meetings, the general manager spends a significant portion of his day in personal contact with individual members of his division. Here, Demere and Roy Melin, components manager, review a production problem.



HP division managers find relaxation during off-hours through a wide variety of outside activities. For Ray Demere this means farming some acreage near his home and an occasional hunting trip into the Colorado Rockies.

## HP news in brief . . .

**Palo Alto**—HP's 1967 first quarter sales and earnings reached record levels. Sales totaled \$55,391,000, up 27 percent over the first quarter of 1966. Net earnings were \$4,289,000, up 13 percent; earnings equaled 35 cents a share on 12,334,788 outstanding shares of common stock, compared with 31 cents a share on 12,228,070 shares outstanding a year earlier. Incoming orders rose 20 percent to \$61,731,000.

**Palo Alto**—The HP profit-sharing retirement trust fund recently was enriched by \$3,709,405.50, representing the company's 1966 funding of the employee pension trust. Including this contribution, the fund's market value was more than \$21-million at the end of fiscal 1966.

**Tokyo**—HP has established the position of Far East sales manager, headquartered here, and appointed Harry Lang to the post on a half-time basis in addition to his duties as co-marketing manager for Y-HP. Lang will develop HP marketing plans and work closely with distributors in the Far East, including Japan, Korea, Taiwan, Hong Kong, Thailand, Malaysia, and Singapore.

**Palo Alto**—Three years of after-hours editing by Clyde F. Coombs, Jr., corporate process engineering manager, have resulted in *Printed Circuits Handbook*, a 536-page book with 250 illustrations, published in February by McGraw-Hill Book Company and available throughout the U.S. and Europe.

**Tokyo**—Michitoshi Enji, assistant lineleader and test technician, has become the first appointee under Y-HP's "work at HP" program. Under this new program, each year one Y-HP employee will be chosen to spend a year with HP in Palo Alto. They will have a working assignment (Enji-san's is test technician in the Microwave Division) which will enable them to absorb the HP working environment as well as learn technical practices, supervisory techniques, and personnel relations—plus a better understanding of America.

**Halifax, Nova Scotia**—In mid-March, HP Canada is opening its newest sales office, at 7001 Mumford Road in Halifax. Under Manager Tony Johnson, the office will sell HP's electronic instruments in the Maritime provinces and Newfoundland.

**San Francisco**—HP's third "showboat"—a floating laboratory to demonstrate medical and chemical instruments and to show HP's new film on medical instrumentation—has just sailed from here, bound for seven major ports in South America. The exhibit will be accompanied by Tom Breitbart, HPIA's medical sales engineer, and Ed Slominski, export marketing's chemical product specialist.

**Portland**—Neely's sales office here moved March 1 into larger quarters at Suite 158, West Hills Mall, 4475 S.W. Scholls Ferry Road. Under Joe Mankowski, the office serves customers in Oregon and southwestern Washington.

### People on the move

**Datamec**—Ray Tatman, product training staff, corporate Marketing—to regional sales engineer, Datamec.

**Delcon**—Bob Allen, engineering staff, Frequency & Time Division—to engineering manager, Delcon.

**Frequency & Time**—Dick Harris, corporate environmental lab—to in-plant engineering, F&T Division; Ago Kiss, HP Labs, electronic research lab staff—to F&T analysis.

**HP-Palo Alto**—George Abbott, Palo Alto Finance accounting manager—to Palo Alto Electronic Data Processing Center staff; Pete Grady, Palo Alto Finance staff—to Palo Alto Finance accounting manager; Lorraine Menta, contract agreements—to logistics support and data, corporate Marketing staff; John Zupkis, Palo Alto Finance staff—to supervisor, Billing and Fixed Assets, Palo Alto Finance.

**International**—Gloria Hansen, International commercial administration—to export marketing staff, International Operations; Alfredo Zingale, in training, HP-Palo Alto—to computer specialist, HP-PA.

**Western Service Center**—Gary Ruppel, corporate Customer Service—to Western Service Center staff.

**Eastern Sales Region**—Dick Nyholm, assistant order processing manager, Burlington office—to order processing manager, Syracuse.

**Midwest Sales Region**—Roy Leo, field service engineer—to data systems engineer; Denise Reid, clerk typist—to secretary to office services manager; Magnolia Thomas, mail room clerk—to mail room supervisor.

**Neely Sales Region**—Don Rowe, product training staff, corporate Marketing—to Neely mobile lab.



### *from the chairman's desk*

In thinking about the rapid growth our company has experienced, it is apparent that there are several significant factors resulting from expansion. First, and I feel most important, is that growth continually generates new opportunities and new challenges for all of us with HP. As just one example of this, where we had 12 young fellows learning to become machinists in 1959, we now have over 85. Also, jobs get larger and more complex. Among the reasons for this is the fact that greater numbers of people are required to meet the needs of our customers who, incidentally, are becoming more selective and sophisticated.

Second, growth also creates a need for new jobs at all levels of the organization. Sometimes these new jobs are similar to ones already being done, although no two jobs are ever quite the same. Then in many cases jobs that are completely different in content and approach come about because the company ventures into new product areas and new markets. Finally, as the company becomes larger there are things we need to do more thoroughly or more carefully than we did when we were smaller.

To the fullest extent possible, it has always been our policy to make these opportunities available for the people who are already with us. This is particularly true in the management area where we want to promote from within rather than bring in people from the outside.

If this policy of promotion from within for management jobs is to work properly, people at all levels have to grow as the jobs grow. They need to broaden themselves through educational self development. But as management jobs grow and become larger and more demanding, the people who handle them need to develop deeper understanding as well as a broader knowledge of all aspects of management and human relations. They are working more with people, and less with things. Rather than make a part or work with an instrument on a bench, they manage the people who perform these jobs.

Needless to say, not everyone has the ability or desire to manage large groups of people. Fortunately there are other ways for these individuals to develop and increase their spheres of contribution and responsibility. For example, there are important staff jobs, as well as jobs that require individuals with specialized and expert knowledge. Often these can be done better by people who do not have the characteristic of personal leadership which is so important to a line manager.

We spend a great deal of time trying to see how to best match our people with the work that must be done. We do not always have the right job available for a particular person at a given time, and our results are not always completely satisfactory to each individual.

However, I want you to know we are working very hard to match company growth and individual growth, and to provide increasing opportunities for all of you who are interested in assuming greater responsibility and advancing your careers in a meaningful and rewarding manner.

*David Packard*

## MEASURE

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## No blackout here!

There had been no outward symptom of trouble with the insulator on a 69-kilovolt transformer at a Pacific Power & Light Company substation in the Pacific Northwest. But during a routine check, the Delcon ultrasonic translator detector decibel meter needle zipped beyond the meter's upper limit, and the insulator defect was detected instantaneously, preventing a serious power outage.

Troubleshooting transformers and circuit breakers with Delcon Division detection instruments is a new practice at PPL substations, but one that already has considerably reduced the time needed to isolate faulty equipment.

