

MEMOREXPRESS

A newspaper for Memorex employees

Volume II Number 8 September 1984



Results of Art's and Don's Olympic participation

DON ABRAHAMSON and ART BURNS, the two Memorex employees who recently competed in the Olympics, put in outstanding performances for the U.S. Team.

Don Abrahamson, lightweight weightlifter in the 149-pound class, lifted 264 pounds in the snatch and 342 pounds in the clean and jerk for a 606-pound total, the best of any lifter in his division from North and South America, and placed 13th overall for lifters in his weight class in the Olympics.

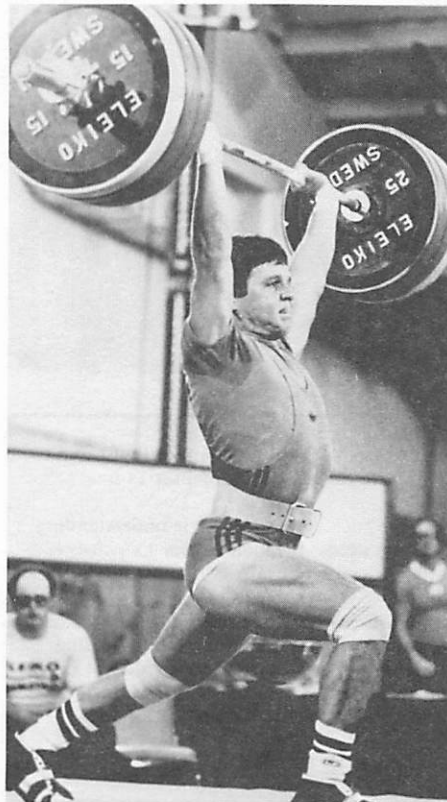
"It was a great experience," Don said. "The crowd was really behind us and supported the whole U.S. Team. I was pleased with my performance."

Don is considering competing in the '88 Games, but says, "I'll decide that in 1985. That will give me some time to reflect on what I did this year. Right now, I'm going to take some time off from competing. I think I'll start training soon, but on a different level."

Art Burns placed fifth in the discus-throwing event with a throw of 205'4" and is back on the amateur track and field circuit already, competing in a meet in Budapest, Hungary.

Before he left, Art was asked if he intended to compete in the '88 Olympics. He said, "I'm leaning toward it for two reasons. First, I hate to leave the sport on a sour note. I was really so close, it was in my grasp. Although fifth best in the world isn't too bad. The second reason is that I loved it. I've never had so much fun in my life. Everybody, including security, fans and athletes were having fun. You kind of get addicted to the thrill of it, like mountain climbing. Although the next couple of years will be low key, if you want to make the '88 team, you have to keep training for it."

MEMOREXPRESS will keep you updated on Art's and Don's progress in the future. Congratulations to them both for their participation and outstanding performances in the Olympics.



Dauber to report on first 100 days via MEMINET

Memorex president Phil Dauber will review progress to date and look ahead at future opportunities for our company in a special interview to be aired as a feature of the next MEMINET video magazine program for all employees. The "First 100 Days" report will cover a wide range of topics, including the status and outlook of our key new product programs, major management and organization changes, and a look at the exciting growth markets we address as a company.

Target date for completion of the new MEMINET program is the end of September. Managers and supervisors will be advised when the program is available and can arrange a showing for all interested employees. It should be a great opportunity to get to know our new president better and to see how he answers some of the questions that affect our future as individuals and as a company.

Memorex introduces 3280 Tape Subsystem

Memorex recently introduced the 3280 Tape Subsystem that operates at a tape speed of 200 inches per second (ips) and occupies less than 60 percent of the floor space required by competitive units.

The 3280 incorporates all the features of Memorex's 125 ips, 3260 tape subsystem, introduced in late 1982. Those features include an error code indicator for repair fault isolation, an anti-runaway feature to prevent complete reading of blank tape and support for eight tape drives on a single controller.

Additional features of the 3280 include a File Protect key on the operator's panel which reduces handling time. Data volumes created on the previous run can be protected by using this key without having to unload the tape reel from the drive.

The 3280 is also easier to load because power operation and vacuum actuated hubs cause the tape to automatically thread as it goes into the vacuum area when the hub is closed.

A tape maintenance monitor stamps an error mark on the back of the tape file reel when the number of write-entry operations counted by the drive exceeds a specified threshold. This feature, which is exclusive to Memorex, acts as a warning that it is time to transfer the data to a new tape.

While targeted at the 4300 CPU marketplace, the 3280 will attach to any CPU supporting 3420-type tape drives.





GREENWICH, CONNECTICUT

This issue of MEMOREXPRESS includes a salute to Memorex customer engineers, some of whom are pictured here. Henry (Hank) Baylor, director of Customer Engineering Field Operations, discusses customer engineering at Memorex on the next to the last page and Bob Berry, vice president of Customer Operations states his appreciation to Memorex customer engineers on this page. The contribution of Memorex customer engineers to the business is considerable and we salute them all!

Diane Brazil



DENVER, COLORADO



SAN FRANCISCO, CALIFORNIA



PITTSBURGH, PENNSYLVANIA



BUFFALO, NEW YORK



SANTA CLARA, CALIFORNIA

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Memorex Corporation is a
Burroughs Company.

In this MEMOREXPRESS salute to Customer Engineers, I add my appreciation to all of you for the excellence and professionalism that you are called upon to deliver to our customers on a daily basis.

Your task is to provide customer satisfaction! At the root of this charter is understanding the customer's needs and providing the solution to those needs. It requires your knowledge, dedication, presence of mind and professional bearing in order that our customers fully comprehend and appreciate that *they* are our business.

Our past is evidence that we know how to accomplish customer satisfaction. I know that I can rely upon you to continue in this worthwhile endeavor. It is a source of never-ending pride to be associated with you and I thank you for that opportunity. It is one I do not take lightly.

Again, my thanks and deep appreciation to all of you for jobs well done!

BOB BERRY

MOVING UP...

JOHN ZECCHINI is now manager of the Corporate Information Center. Zecchini, who joined Memorex in 1982, is assuming **JIM BURNSIDE's** position. Burnside has been promoted to the position of Product manager for the Attach Processor in the Communications Groups' Development Engineering department...**BOB NELSON** has joined Memorex as manager of Marketing Communication for the Media Products Group. He was previously with the Samsonite Corporation...**CHARLES LAMB** has taken the position of SEM&D Group Automation manager. Prior to joining Memorex, Lamb was with General Electric Company in the development of factory automation...**STANLEY BICE** has been named manager of Product Marketing for 8-inch and 14-inch OEM disc drive products. Bice rejoins Memorex from Disctron, Inc...**BARBARA L. JUE** has joined Memorex as a senior compensation analyst in Corporate Compensation. She was previously with Natomas in San Francisco where her most recent assignment was supervisor of HR Information Systems...**TERRY EDWARDS** has been promoted to the position of Statistical Process Control (SPC) Specialist for the U.S. Equipment Sales and Service organization. He had been supervisor of Accounts Receivable prior to his promotion...**LARRY NELSON** is now the manager of the Customer Operation's Santa Clara Distribution Center. He was manager of Warehouse Operations in the Santa Clara Distribution Center before his promotion.

SEPTEMBER ANNIVERSARIES

15 Years

Robert Townsend
Rose Toledo
Jose Gonzalez
Lorna Draper
Marjorie Gonzalez
Robert McClure
Gerald Cabral
John Beck
Clarke Carey
John Cox
Laura Guttadauria
Inge Poso
Ernest Purdy
Alice White
Margaret Alvarez
Robert Berry
Esther Cortez
Nick Gaetani
Katherine Green
Maud Lockwood

Sharon Rondone
Charles Ono
Marjorie Waggoner
Arlene Mariant
Dorothy Moya
Donna Smith

10 Years

Emanuel McCown
Richard Schneider
Francisco Lujan, Jr.
Dennis Shiver
Carol Jones
Jacqueline Lewis
Janet Benzinger
John Blackburn
Emma Ramirez
Peggy Smith
Jay Wolfinger
Duncan Frew

GERALDINE MOSBY celebrated 10 years with Memorex in August and her name was incorrectly listed in the August PRESS. Congratulations to Geraldine and all other employees celebrating service anniversaries.

Exemplary Action Awards

The Memorex employees whose names are listed below have recently received Exemplary Action Awards for their extraordinary contributions to the Company. Congratulations to them all.

Corrine C. Batcho
Phillis L. Wallace
Mike Galata
Robert Swedroe
Gerard Canavan
Greg Hochman
Cindy Mackay
Sandra Cook

Jay W. Hartley
John Best
Dave Lanoue
Angeline N. Cassens
Patricia Mattocks
Lorenzo Alvarado
Christina Whitely
Paul Hendrickson

Com Group employees set all-time record

By assembling more than 400 display stations in a single day, the Memorex Communications Group recently set an all-time record and exceeded its second quarter commitment in only four days.

Fueling the nearly super-human accomplishment were sales that almost doubled the original forecast and a commitment by Communications Group employees to deliver the products as promised, no matter what it took. And they did.

TOM DILLON, vice president of Manufacturing, **PETER GILLIGAN**, Production Operations manager, and the rest of the Manufacturing team were determined to use whatever individual and group efforts were required to get the job done without sacrificing quality.

On the last day of the quarter, the team learned that it had exceeded its quarterly commitment by more than 30 units. Better yet, there was no compromise of quality. Everyone in Manufacturing was aware of the tight deadline, yet they knew if they sacrificed quality, they would not really be meeting their commitment. The team's enthusiasm and determination carried over into the quality of their work, and every single display station tested passed inspections with flying colors.

In a special celebration in their honor, the dedicated employees were honored by all other employees in the Communications Group for their remarkable accomplishment. To commemorate the occasion, all 250 members of the Manufacturing team received special red, white, and blue t-shirts that said it all: **MANUFACTURING...WHERE COMMITMENTS ARE KEPT.**

Have you registered to vote yet? If not, now is the time. To vote in the November 6 general election, you must register to vote at local libraries, fire departments and post offices. Voters who have changed addresses since the last election must re-register. Exercise your right to vote and register if you haven't already.

College courses now available on video

Memorex employees can now take college-quality courses, and receive credit if they need to, through Advanced Systems, Inc. (ASI), a unique learner-paced, in-house training program offered through the Corporate IS (Information Systems) Educational Services organization.

Memorex employees are eligible to check out the educational videotapes to view at home. Field employees can request tapes through the mail, view them at their convenience, then mail them back to ASI when finished.

Courses cover data processing, data entry, management, office skills, manufacturing, personal skills development, marketing and sales, interpersonal skills, engineering, security, safety, and many more subjects. The ASI library is extensive and new courses are being added all the time.

For more details on course content and offerings, ask your manager to show you his/her ASI catalog. Additional questions about ASI should be directed to **CHERYL BURTON**, ASI Training coordinator, at (408) 987-1992.

College Co-op students get a taste of working life at Memorex

Memorex invests in the youth of America in more than one way. One of the ways is participation in the Co-operative Education Program (Co-op) which offers college students a chance to work in jobs directly related to their interests and college majors.

The Co-op Program provides Memorex with an opportunity to attract high-caliber employees to ensure the growth and future success of the Company. A second objective of the Program is to recruit and mentor outstanding women and minority group members for future professional and management positions within the Corporation.

Memorex has sought and found these college students at some of America's finest schools, including Purdue University, Cal Poly, Stanford, San Jose State University, and the University of California at Berkeley.

Since the Program began at Memorex in 1983, 23 students, most in their junior year of study, have participated as Co-ops at Memorex then returned to college. Two have now graduated and both are now full time Memorex employees.

Students who are fortunate enough to be selected for the Program can choose the schedule that works best for their individual needs. One option is Alternating Work Periods allowing the Co-op student to work full time at Memorex for a quarter or a semester, then attend college full time on the alternate quarter or semester. A second option is Parallel Work Periods which allows the student to attend school part time while working part time at Memorex on a continuing basis. The last is the Summer Internship Period in which the student works full time up to three months during the summer.

Once accepted into the Program and working at Memorex, students are given responsibilities related to their college majors to prepare them for a position at Memorex upon graduation.

To further expand and enhance the student's work experience, a manager may arrange a rotational program to let the student work in different departments for each work assignment. This gives the student a broader perspective of the Company and how it operates and further adds to the student's skills.

Emphasis is also placed on the personal development of each student in the area of communication, both verbal and written; social interaction; supervision; decision-making; and any other area identified as one in which the student needs further experience to be prepared to work at Memorex after graduation.

"Students are brought into the work environment so they can obtain valuable work experience," according to **DIANE RUBINO**, Memorex's College Recruiting administrator. "It bridges the gap between classroom theory and practical experience and students gain a better perspective of their chosen career while they learn how a business operates from the inside out."

And it works. In one area of the Large Disc Drive Division (LDDD), for example, Co-op students have had the opportunity to analyze problems and make recommendations for possible solutions. They have learned how all the components fit together and the processes

required to reach that point, from manufacturing to final systems testing.

DWAYNE SHIRAKURA, an electrical engineering senior at Cal Poly who worked at Memorex for **DAN COX**, 3680 Test Manager in LDDD, says, "In school, you have to be task-oriented to complete assignments. At Memorex, I learned that you have to work as part of a team to get the job done."

Memorex managers who have had the opportunity to employ Co-op students have reaped rewards, too. **ISHRAT HUSAIN**, manager of Linear LSI and Product Engineering in Storage Equipment Manufacturing and Development (SEM&D) says, "In every case, the Co-op students have exceeded our expectations. They've been able to handle much more responsibility than we had anticipated."

Although the Program started in SEM&D, it is now recognized for its value in other areas of the Company. Co-op students are now working in the Recording Technology Center and in the Communications Group, as well as in SEM&D.

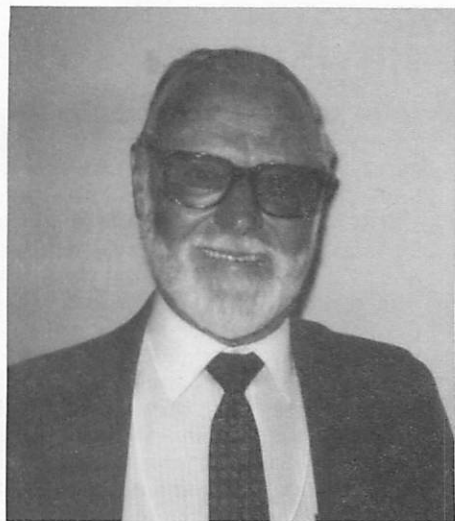
Part of the success of the Program is due to the well-organized coordination at Memorex and the very effective working relationships between Memorex and the colleges and universities from which we draw the students. **JUDY TSUJIMOTO**, coordinator of the Program at UC Berkeley says, "The goals and objectives of the Program are extremely well-organized at Memorex. Students have come back with a well-rounded experience and have been very satisfied. I think that's the real test of a successful program."

ALEX KANALLAKOS, a Co-op student who completed the Program at Memorex and is now back at San Jose State, sums up his experience very well.

"After finishing six months of work experience at Memorex, I am convinced that the Co-op Program at Memorex is unparalleled in excellence and quality. It is well-planned so the student can get the entire picture of how and why the Corporation runs. The student grows with the Company." He adds, "The environment at Memorex wouldn't have taught me all I learned without the daily interaction with my fellow employees, as well as close supervision and advice from my managers. **BILL KREHBIEL*** spent time with me discussing and demonstrating the role of the executive and the organization's contribution to the data processing industry. I learned about corporate finance and capital management, statistics, legal considerations, and the 3680 marketplace. Upper management executives took the time to discuss the Program with the Co-op students and made us feel welcome and eager to absorb the present so we may contribute to the future. Thanks to Memorex and the Co-op Program, I've found what I want to do."

If you're a Memorex manager or have a son or daughter in college who may be interested in this Program, contact **DIANE RUBINO** at (408) 987-1243.

*Krehbiel is SEM&D's vice president of Storage Equipment Operations.



A Profile JOHN WALKER

What makes a person interesting? Probably an interesting life and, while leading an interesting life is practically unavoidable in this day and age, some people seem to have more than their share of interesting experiences.

One such person is **JOHN WALKER**, manager of Safety for Storage Equipment Manufacturing and Development (SEM&D) who, among other things, has worked for and personally known Howard Hughes, has been a race car driver of Ford Model A's, went to speakeasies with his father during Prohibition, and was a practicing chiropractor for five years before he joined Memorex. And that's not all.

John was born near an oil field between Taft and Maricopa, California, in the San Joaquin Valley. His father was an oil worker and a pioneer in the oil business in California, working for J. Paul Getty and John D. Rockefeller, both of whom became giants in the oil industry.

"My dad did whatever needed to be done," says John. "I remember he used to take me out to the oil fields when I was just a toddler and set me on a rotary drill table and I'd ride around and around, like on a merry-go-round."

In 1921, the family moved to Coalinga, California, right after Prohibition went into effect. Like many other people, John's father enjoyed an occasional drink, even during Prohibition.

"I sat in a few bars and speakeasies with my Dad until Prohibition was repealed in 1933," says John. "One time we were in a speakeasy in Ventura when it was raided. Dad and I ran out the back door and, while all the other patrons were scattering in a hundred different directions, Dad and I just strolled away. Just a man and his little boy walking down the street. It was then I figured out why Dad took me along when he went to a speakeasy — as a cover in case of a raid."

By the time John entered high school, he had already been to 18 elementary schools, some for as brief a period as one week, because the family moved around from one oil lease to another, following the work.

But when John was 16, his father was killed in an automobile accident. Being the oldest child, John went to work in the oil fields to support the family. He continued to attend high school while he worked weekends, holidays and

continued

JOHN WALKER

continued

vacations for about \$7 a day.

After he graduated from high school in 1936, John started junior college, but continued to work in the oil fields. In 1939, the second world war brought the American oil industry to its knees and thousands of oil workers lost their jobs, John included.

He then went to work at North American Aviation and worked there in a variety of jobs, including blueprint clerk, drill press operator and later, machinist. It was in his job as a machinist that he worked on the first P51 fighter plane. An experimental craft in its initial stages, "it flew the first time," says John.

"Unfortunately, when it landed, it went through a barbed wire fence then crossed a major boulevard and landed in a big pile of sand," he reports. The only damage was to the brakes that John had built the night before.

In 1945, John joined the Merchant Marine and was sent to their Hospital Corps School for training as a hospital corpsman (the equivalent of a paramedic), which job he held until he left the Merchant Marine in 1947 to rejoin Shell Oil as a "first aid man."

Another long-awaited opportunity opened up about the same time — a chance to race cars! Since boyhood, John had wanted to race cars, getting "hooked" at the age of 12 when he went to a car race at a dry lake bed outside of Los Angeles. There were more than 200 cars in that race, mostly Model A's and Model T's, and a few foreign cars, too.

"They raced one at a time on the lake bed, which was about 15 miles long, 10 miles wide and flat as a table," he says. "Groucho Marx was there with some fancy foreign car and Gary Cooper was there with his Dusenbergs. There were other celebrities there too, but Gary Cooper won that day. His Dusenberg left all the others in the dust. I was hooked."

So, when two friends asked John in 1947 if he would be interested in driving their Model A Ford in races, he jumped at the chance. For about a year, John competed in races until he had an experience that changed his mind.

"The car flew in the air. When it landed," he says, "it landed upside down, slid and skidded at least 20 or 30 feet, then hit something and landed upright. It skidded a hole in my brain bucket (helmet) so I gave it up. I didn't want a hole in my brain."

When his son Johnny contracted polio (which he survived), John entertained thoughts of entering the medical field, expanding his experience as a hospital corpsman and handling his grief and frustration over Johnny's condition. After considering medical school and dental school, then ruling out both, John decided to go into the field of chiropractic. About the same time, he went to work for Hughes Aircraft, holding down a night job while he earned his chiropractic degree and license.

On his first night at Hughes, John was working a grinder when another man walked up and asked him what he was doing. After a lengthy conversation about the grinder and the job, John realized that the man was none other than Howard Hughes himself! At that time, Hughes was already world-famous for having built the fastest commercial airplane and flying it around the world, setting an air speed record which stood for many years.

John continued to work at Hughes while he attended college (and got to know Howard "as well as could be expected"); then, after graduation, he established his own chiropractic

Burroughs president addresses employees

Dr. Paul Stern, president of Burroughs Corporation, gave a speech to Burroughs' managers a few months ago, portions of which are excerpted here.

These are exciting times for Burroughs. Our strategy is evolving. Our prospects are promising. In 1983, we saw the unmistakable benefits of a Corporate commitment to excellence. 1984 must be a year in which we build increasing success on that momentum — success for the Corporation, for each of our groups, and for ourselves as individuals.

Clearly, Burroughs is a company no longer in transformation, though we will certainly continue to change. We are starting to see results of our evolution. We are growing stronger. We are more proficient. We are coming together with a new sense of mission.

In an integrated company such as ours, we are continuously interdependent. It all has to come together in our business like nowhere else; it all has to move smoothly, continuously into place.

"...any one of us alone cannot and will not succeed unless we simultaneously help the person next to us succeed."

Now, this kind of interdependency brings to mind the old proverb "One hand cannot applaud alone." Which is to say, any one of us alone cannot and will not succeed unless we simultaneously help the person next to us succeed.

The operative concept around which we at Burroughs will accelerate into a new idea of progress is: trust. Trust in ourselves, trust in our peers, trust in the Company's mission, and

practice in Reseda, California.

After adjusting necks and back for five years, John decided to leave the practice and relocate in Palo Alto, working as a salesman of welding, sheet metal and equipment design work.

Following 15 years as an independent salesman, John came to Memorex in 1976 as supervisor of the Machine Shop in the Equipment Production Group (forerunner of SEM&D). He later managed a number of different departments and, at the same time, was spreading the gospel about safe working practices to his fellow workers. The rate of injuries dropped by 50% on his shifts, even though the Company and its population were growing fast. In 1980, John was named manager of Safety in SEM&D, a position he has held since then.

John's varied background has served him well as Safety manager. He has worked with chemicals, welding and sheet metal, as a machinist, as a hospital corpsman and a chiropractor. And he has one overriding goal in his work. "I don't want people to get hurt. I don't believe anyone should suffer anything if it can be avoided."

On weekends, you'll find "Captain John" aboard his 27-foot sail boat, about which he says, "A boat is a hole in the water surrounded by wood into which you pour money."

What has such a rich life taught him? "If you want to do something or have something, you can," he says, "if you're willing to pay the price. Anything in this world is possible if you're willing to sweat for it."

trust in the strategies we are setting to accomplish that mission.

It is an added dimension, this ability to trust, that must be an integral part of our management style if we are to work in a cooperative spirit. It is a form of risk-taking. It is a matter of surrendering some autonomy. Yet, it is the only path to an authentic spirit of cooperation, to a true, cohesive form of teamwork.

Webster's Dictionary defines trust as: to place confidence, to rely on, to believe, to credit, to receive as true, to commit, to leave oneself without fear of consequences. It is the harder approach, obviously.

Now, how do all of us at Burroughs get to that point where we routinely work together as a cooperative, trusting, mutually supportive team?

Business is inescapably a group activity. It demands that we build on each other's strengths. It asks that we know the wisdom of concerted, cooperative attacks on a problem. It dictates that only when Burroughs as a whole creates its own culture of self-sufficiency and self-reliance will we reach new heights of achievement.

"...in the end, the winning team is the one that makes the most of each other's talents."

Just as on a sailing ship, a manager and his or her team must act, on a day-to-day basis, as a single, rhythmic entity. The team must foster a spirit of tolerance and goodwill. Individual egos must be banished to further the single-minded drive to get the best from the group. The team must think as one, act as one. Our managers must realize that, in the end, the winning team is the one that makes the most of each others' talents.

What I am saying, essentially, is that the drive to achieve excellence is actually to trust, to communication, and to coordination.

"It is not an easy thing, nor an easy process...but then, all things excellent are as difficult as they are rare."

Now, one other element of this equation at Burroughs, or any other company so dependent on a spirit of cooperation, is time. It takes time to meld individuals into a strong, effective team.

No strategy we put together is worth anything unless all of us pull together to make it happen. The quality of our teamwork will surely affect our pursuit of excellence, our exceleration into a new Burroughs era of progress.

It is not an easy thing, nor an easy process — this spirit of cooperation that we are calling for. But then, all things excellent are as difficult as they are rare.

DORIN and SILVIA GHEORGHU, both Memorex employees in Magnetic Test Equipment Operations, have recently become U.S. citizens, which means they probably know more about U.S. history and government than many of us who were born here. Congratulations to both!

SPC works and works and works...

Memorex is applying highly successful scientific measuring techniques to tasks that, at first glimpse, wouldn't seem to benefit from them, such as financial operations and ways of conducting more effective meetings.

Statistical Process Control (SPC), a method that works very well in measuring and controlling manufacturing processes, is also being successfully applied to the operations of Memorex's Finance organization.

SPC is a statistically-driven technique of controlling processes to ensure that the product (whether goods or services) meets the requirements. The technique can be used to monitor critical parameters and all processes involved in a task. The Finance organization recently selected four groups to apply the SPC principles in a pilot program designed to assist Finance employees in understanding their processes and breaking problems down into workable pieces. One of the groups was the Cash Application department, a part of Accounts Receivable.

According to **TERRY EDWARDS**, manager of Accounts Receivable at the time the program was introduced in Finance and now SPC Specialist in U.S. Equipment Sales and Service, "We learned how to gather statistics to measure exactly where the bottlenecks, clogs and breakdowns occurred in our processes. We learned a whole new language with such strange-sounding words as 'fishbone' charts, 'pareto' charts, and 'histograms.' We discovered that our processes do have a flow to them, that these flows can be measured, and that valid conclusions can be drawn and changes can be made based on these measurements."

When the SPC principles were applied by the pilot Finance groups to the art and science of holding productive meetings, the results were equally surprising and effective. Says Edwards, "As a result of applying SPC methods to our meetings, the environment of freely exchanging ideas and thoughts has nurtured very creative solutions to problems that have led to increases

in our productivity.

"For example," he says, "we recently conducted a facilitated meeting to smoke out the issues on a problem we were having with cash-on-account items. We started off by listing the criteria we believed were important in achieving the desired results. Against these criteria, we listed the potential solutions, being careful that each solution met the test of not violating any of the established criteria. Following the list of solutions was an action list that assigned certain tasks to members of the group. The application of the SPC principles resulted in a better method for handling these cash-on-account items."

The group benefitted in other ways, as well. According to Edwards, "SPC has helped make the staff more aware of each other's problems. We're talking to each other at a level and in a language that we didn't know at the beginning of this program. We're helping each other think through problems and resolve issues that, prior to SPC, probably would have been brought to me to resolve."

"This awareness and interaction has not only increased the staff's productivity, but it has made me more productive by allowing me more time to plan, to attend meetings, and to handle other departmental issues."

"In conclusion, my staff has followed the SPC model in smoking out the issues, flow-charting the processes, developing criteria and possible solutions, taking statistical measurements as required, and developing implementation plans to correct problems in our processes. The group has taken a new pride in the work they're doing and has adopted a new attitude that they can make a difference in the quality of the financial operations at Memorex."

As has been repeatedly demonstrated at Memorex, Statistical Process Control techniques can be applied to any task in order to achieve higher quality, better efficiency, and more effective processes. If you would like more information about SPC, call **ROB BUSSELL** at (408) 996-9000 extension 228.

WANTADS

1975 AUDI

Excellent condition, runs well, automatic, 95k miles, \$1,200 or best offer. Call Audrey at (408) 559-4396.

MUSICIAN WANTED

Amateur guitar, violin, cello or flute to accompany flutist for the fun and excitement of making music. Call Ed Young at (408) 249-7803.

CAL BUSINESS ALUMNI

Graduates from the U.C. Berkeley Business School: join the Cal Business Alumni and meet fellow alumni at frequent luncheons and dinners featuring dynamic speakers from Silicon Valley industries and academe. Call Colleen at (415) 940-1877.

TENOR SAXOPHONE WANTED

B-flat in good condition. Call John at (408) 978-1440.

'78 CAMARO

59k miles, new tires, new brakes, good condition. Call Phyllis at (408) 258-6400.

'78 DATSUN

280Z, 53k miles, brand new imron paint, wires. \$6800 or best offer. Call Frank at (408) 259-2500 or (408) 258-8674.

VOLUNTEERS WANTED

For a variety of community-service opportunities. Join the Memorex employees who are volunteering a portion of their spare time to the community. Call Ernie Tydell at (408) 987-2894 for more information.

SKIS

Spalding 440's, 195 long, with Salamen 727 bindings, in good condition. \$110. Call Andy at (408) 268-2596.

1973 MONTE CARLO

Almost a classic. Very low miles, original owner; V8, power steering, power brakes, A/C, AM/FM, automatic. \$999 or best offer. Call Denise at (408) 866-6093.

BABY GRAND PIANO

Kawai 5'10" baby grand, rosewood polish, excellent condition. \$9,000. Call Jan at (408) 732-6079.

SJS offers courses for working people

San Jose State University is offering a myriad of valuable courses and seminars on evenings and weekends for working people, all designed to enhance their job skills or open up new career opportunities. All the courses listed below are available starting in September and October. For more detailed information, contact the Office of Continuing Education at (408) 277-2883.

SUPERLEARNING FOR EXECUTIVES, MANAGERS AND TOP PROFESSIONALS
MAKE MORE MONEY WITH A BETTER MEMORY
INTRODUCTION TO MARKETING COMMUNICATIONS
RELIEVING THE STRESS OF TALKING IN PUBLIC
SPEED READING AND COMPREHENSION TRAINING
SEARCHING DATABASES VIA PERSONAL COMPUTERS
CERTIFICATION FOR TECHNICAL WRITING
ACTIVE LISTENING
CHARTING A CAREER IN COMPUTERS
DATA COMMUNICATION AND NETWORKING
INTRODUCTION TO BASIC
SELLING PRINCIPLES FOR THE PROFESSIONAL
IMPROVED CUSTOMER RELATIONS WORKSHOP
COMMUNICATING WITH DIFFICULT PEOPLE
APPLIED COMMUNICATION: EFFECTIVE PRESENTATION SKILLS



An Interview with Hank Baylor

HANK BAYLOR joined Memorex as an associate customer engineer in June 1970, following four years in the U.S. Navy in electronics. Among his first assignments was to service Memorex equipment at Dow Jones, DuPont, EDS, Bethlehem Steel and Air Products Company, all of which are still Memorex customers.

Since then, Baylor has moved through the ranks of the Memorex Customer Engineering organization as a customer engineer, territory supervisor, field manager, branch manager, operations manager, area manager and, in 1983, was promoted to director of Customer Engineering Field Operations, reporting to **BOB BERRY**, vice president of Customer Operations in U.S. Equipment Sales and Service. Coincidentally, Berry originally hired Baylor back in 1970 and the two hadn't crossed professional paths again until Baylor's promotion in 1978. By that time, Berry had also moved up through the ranks at Memorex to the position of area vice president.

MEMOREXPRESS recently interviewed Baylor for a perspective of Memorex's Customer Engineering organization.

PRESS: WHAT ARE SOME OF THE APPLICATIONS FOR MEMOREX PRODUCTS?

BAYLOR: We have become an automated world and we require instantaneous data to solve problems in the automobile industry, the food industry, education, banking and in nearly every other area that affects our lives. Almost any endeavor either needs or could definitely benefit from the use of computers to get a better, faster result.

PRESS: WHAT IS THE CHARTER OF CUSTOMER ENGINEERING AT MEMOREX?

BAYLOR: Memorex Customer Engineering, which is an arm of U.S. Equipment Sales and Service, provides pooled services for products marketed by Storage Equipment, the Communications Group and, to a smaller extent, OEM products that Memorex will sell.

The market we serve is defined as the 48 contiguous United States, but we offer limited supportive services to the Memorex International organization, as well.

Our major objectives include design review, assistance, maintenance planning, spares provisioning, installation, maintenance, product support, refurbishment of field-retained equipment, quality assurance, dispatching of personnel, and maintenance billing; all of these designed to achieve customer satisfaction.

Early last year, the Burroughs and Memorex Customer Engineering organizations formed a partnership where Burroughs now provides maintenance and service on Memorex equipment in locations where Burroughs has customer engineers and Memorex does not. Since Burroughs has more customer service offices than Memorex, this agreement has allowed us to expand our sales into areas that we didn't previously cover because we couldn't offer the service that goes with everything we sell.

We train Burroughs' personnel in Santa Clara and in the King of Prussia Training Center to service our products and it's working very well for both organizations, and especially well for our customers.

PRESS: WHAT ARE SOME OF THE



TYPICAL PROBLEMS OUR CE'S SOLVE?

BAYLOR: Preventive maintenance (PM) isn't a problem, but it's a typical CE task. PM resembles a tuneup and is usually done on weekends so our customers' equipment isn't down during the week when they need it the most.

The other most common task of a customer engineer is resolving component failures or replacing degrading components before a component failure. Our CE's constantly monitor our customers' equipment to keep it in prime shape all the time.

PRESS: WHAT ARE SOME OF THE MOST DIFFICULT PROBLEMS ENCOUNTERED BY A CE?

BAYLOR: At times, it's tough for a CE to determine what the problem really is. A hardware problem can look like a software problem, and vice versa. The problem can even be caused by another vendor's equipment at the same site. Sometimes, the customer engineer has to recreate the conditions under which the problem occurred in order to diagnose correctly. These are ongoing challenges for a CE.

But even if the problem is caused by another vendor's equipment, Memorex customer engineers will initially check it out and recommend corrective action. We always tell our customers: "When in doubt, call Memorex."

PRESS: IS THERE A PROFILE OF THE TYPICAL MEMOREX CE?

BAYLOR: Yes, They are all customer-oriented. However, our customer engineers are all unique individuals who carry out their responsibilities in their own unique ways, with the guidelines and technical training we give them. One of the things they all have in common is they get there and they get the job done. If our customer needs us, we're there.

PRESS: WHAT ARE THE CAREER OPPORTUNITIES FOR MEN AND WOMEN IN CUSTOMER ENGINEERING?

BAYLOR: There are many opportunities and a great demand for customer engineers that isn't being met. There just aren't enough customer engineers to go around and there are a lot of opportunities for both men and women. As a matter of fact, there's no gender gap here in Memorex's Customer Engineering organization. If you haven't noticed, we honor quite a few women every year at Quota Club for their extraordinary contributions to our customers and to the customer engineering organization.

There are opportunities right now for qualified and interested individuals in Memorex

customer engineering and there are opportunities beyond customer engineering. A CE can move into management, technical support, or development engineering, among other areas, working with either hardware or software.

It's a professional position in a highly-regarded career with a low turnover rate. It offers a high degree of personal satisfaction and challenges, it's people-oriented, and the rewards are excellent.

PRESS: WHAT ARE THE HIRING CRITERIA FOR A CUSTOMER ENGINEERING POSITION?

BAYLOR: Our criteria are: experience with the products or an AA degree in electronics or its equivalent, such as military training, good communication skills, and the ability to deal with all kinds of people. Our customer engineers must be assertive, maybe even aggressive and, at the same time, they must be patient and understanding, with equipment and people.

Aside from our hiring criteria, our CE's must be able to learn about and understand our customer's requirements and the environments in which they operate. They must continually keep abreast of high technology, especially in the computer industry; and they should be the kinds of people who can balance their personal lives around their job duties to gain optimum satisfaction and quality in their personal lives.

After all, we ask a lot of our CE's. They must keep current on all engineering changes and preventive maintenance schedules, adapt all engineering changes to hardware, and totally understand the customers' environments.

Just like there are no two CE's alike, there are also no two customers alike. Their data will be handled in different ways, in different configurations, with different requirements, depending on their individual applications and needs. Every customer has a different blueprint of data handling and the customer engineer must know that blueprint before he or she ever touches the customer's equipment.

I'd like to point out that it's at least six months after they're hired before Memorex customer engineers are ready to begin servicing equipment on their own, which shows that the Company is making long-term investments in the skills and abilities of the people we hire to be customer engineers. They get a tremendous amount of training and support, and it's ongoing as long as they work for us.

There are some especially interesting aspects to a customer engineer's responsibilities. It's the only job I know of where you can meet the janitor in the elevator at 5 a.m., maybe even make friends with the person, go into the computer room and fix the problem, then take the CEO out for coffee at 8 a.m., and maybe make friends with the CEO, too.

PRESS: WHAT WOULD MEMOREX DO WITHOUT A CUSTOMER ENGINEERING ORGANIZATION?

BAYLOR: We would not be able to continue our growth in sales because good service generates business. Service goes with and is an integral part of the product. If service is good, we sell more equipment. It's that simple. I guess you could say that quality service is a requirement of our business. You can't have one without the other.

PRESS: WHAT IS CUSTOMER ENGINEERING'S MOST SIGNIFICANT CONTRIBUTION TO THE COMPANY?

BAYLOR: Customer satisfaction.



The Memorex Men's Slo-Pitch Softball Team shows off some of their many trophies. They are, left to right: Mac Pamanian, Dave Mitchell, Marty Serrano, Napoleon Littlefield, Gilbert Gonzalez, Mike Swanson, Joe Mausser, Tom Robinson, Larry Serrano, Terry Pule, and Buck Bondura. Not pictured are: Robert MacDonald, Rick Koch, Sonny Doquiza, and Frank Tennadora.

Men's Slo-Pitch Softball Team has all the "right stuff"

It's been a well-kept secret until recently that Memorex has one of the winningest, and obviously one of the best, men's Slo-Pitch Softball teams in the country.

With an amazing record of wins this season the team is about to compete for the Divisional Championship. In 1984, they have won:

- First place in the first half of the Santa Clara B League season, beating all other company teams in the Santa Clara area;
- First place in the Santa Clara American Softball Association (ASA) Tournament C Division;
- First place in the Total Season Santa Clara B League, again beating all other company teams in the area;
- First place in the Local United States Slo-Pitch Softball Association (USSSA) B Division.

To make it even sweeter, the Memorex team recently placed third in the State Tournament in Orange County and earned the right to compete in the Divisional Championship Slo-Pitch Softball Tournament on Labor Day weekend in San Jose. They were one of more than 100 teams, representing as many companies, competing for the coveted Divisional Championship trophy.

Also, at the State Tournament in Orange County, three Memorex teammates were selected as "All Tournament Players," the equivalent of Most Valuable Players. **BUCK BONDURA, JOE MAUSSER** and **SONNY DOQUIZA** earned the honors for their outstanding performances in that Tournament.

Congratulations to these super Memorex athletes!

National Merit Scholars announced

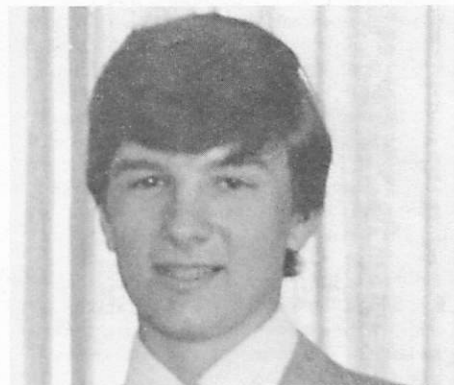
STACY ANDREWS and **JIM SCHNITTER**, children of Memorex employees, have been named National Merit Scholars, winning the National Merit Scholarships sponsored by Memorex Corporation in 1984.

Stacy, the daughter of **JERRY ANDREWS**, Division Human Resources manager for U.S. Equipment Sales and Service, recently graduated from Newark Memorial High School in Newark, California. She participated in Memorial's Model United Nations Club and wrote articles for her school newspaper. Stacy will be attending the University of California at Berkeley in the Fall, but is undecided on a college major at this time.

Jim is the son of **JAMES SCHNITTER**, manager of Magnetic Test Equipment Operations (MTEO) Equipment Development department. Jim is a member of the California Scholarship Federation and is listed in *Who's Who Among American High School Students*. Before graduating in June, he was active in the symphonic and marching bands at Granada High School in Livermore, California, and played the leading role in a student-produced film. Jim is planning to major in engineering at the University of California at Santa Cruz.

Of more than one million high school students entering the competition, a maximum of only 5,000 actually qualify to receive the company- or foundation-sponsored scholarships each year. Finalists are chosen based on academic records throughout high school, leadership qualities and extracurricular accomplishments. The student must also be recommended by faculty of his/her school and must score over 99% on scholastic aptitude tests measuring verbal and mathematic abilities.

Congratulations and good luck to Stacy and Jim and their families.



How to compete for a National Merit Scholarship

Sons and daughters of Memorex employees are eligible to compete for the 1985 National Merit Scholarship Awards sponsored by Burroughs. To enter the competition for National Merit Scholarships, students who will graduate from high school in 1985 and enter college that year should contact their high school counselors immediately after the beginning of the school year this coming September. Testing is conducted in the Fall of 1984 at each student's high school.

Awards are sponsored by more than 300 corporations, foundations, and professional associations, including Burroughs, and are administered by the National Merit Scholarship Corporation (NMSC), an independent non-profit organization whose purposes are to identify exceptionally talented high school students and aid them in obtaining a college education.

Students qualify for semi-finalist standing on the basis of their high PSAT/NMSQT scores. Each semi-finalist will be notified through his/her school and will be sent an application to complete and return to NMSC.

The stipend for each National Merit Scholar is determined individually and can range from \$250 to a maximum of \$2,500 per year for up to four years or until baccalaureate degree requirements are completed, whichever occurs first. The stipend is determined by NMSC, taking into account both educational costs at the college of the winner's choice and financial information reported by the parents.

Remind your high school age sons and daughters to check with their school counselors as soon as school starts.