



CABINET OFFICE

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From the Chancellor of the
Duchy of Lancaster

Lord Gowrie

MANAGEMENT AND PERSONNEL OFFICE

Great George Street
London SW1P 3AL
Telephone 01-233 8610

The Rt Hon Lord Hailsham of
St Marylebone CH FRS DL
Lord Chancellor
House of Lords
London SW1

22 February 1985

Dear Quentin,

I am writing to let you know of a new senior staff course, known as the Top Management Programme, which we have established for those expected to rise to top posts in the Civil Service. The course will last for six weeks, and a key element will be a mixed phase of four weeks designed to bring together top managers of the highest potential, in roughly equal numbers, from the public and private sectors. There has already been a very encouraging response from industry. The enclosed booklet describes the objectives and arrangements for the course in some detail.

The first course has just started and there will be two more in 1985 and four in a full year. Participants from the Civil Service will attend at about the point of promotion to Grade 3 (Under Secretary) and, where possible, between appointments. If participants are to derive the full benefit from the course it is very important that their attendance should not be interrupted by other demands.

The success of the programme will depend very greatly on Departments' commitment to it. I hope therefore that colleagues will be able to give this course their full support and ensure that its importance in developing the next generation of Civil Service leaders is borne in mind when considering senior staff appointments.

I am sending copies of this letter to other members of the Cabinet.

Yours,
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GOWRIE



10 DOWNING STREET

From the Private Secretary

10 December 1984

TOP MANAGEMENT PROGRAMME

The Prime Minister has now had an opportunity to consider the Chancellor of the Duchy's minute of 30 November about the Top Management Programme.

The Prime Minister agrees that the Programme may be announced, and that Lord Gowrie should send copies of the progress report to the Chairman of the TCSC and the Civil Service unions.

David Barclay

Paul Thomas, Esq.,
Chancellor of the Duchy of Lancaster's Office.

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TOP MANAGEMENT PROGRAMME

Cabinet Office

TOP MANAGEMENT PROGRAMME

INTRODUCTION

1. The Government have decided to establish a new management development programme which will bring together top managers with the highest potential from all sectors of the economy. They will review the major changes likely to affect their organisations and the best practices of top management in coping with change and uncertainty. They will work together on major problems and issues of concern to all of them and seek practical and robust solutions.

OBJECTIVES

2. These are to improve the ability of the participants to:
- understand as far as is possible the nature, extent and significance of the fundamental changes taking place in the economic, international, industrial, technological, physical and social environments;
 - formulate strategies to meet the challenge of these changes and cope with the uncertainties surrounding them, given scarce resources;
 - seek increased value for money and year-on-year improvements in productivity and efficiency of service to customers, by setting clear objectives and managing organisations and resources positively;
 - lead and motivate people to carry out tasks efficiently, imaginatively and with commitment;
 - understand one another's attitudes, priorities and approaches to major problems and issues.

PARTICIPANTS

3. There will be three Programmes in 1985 and four in a full year. Each Programme will cater for 24 participants selected from the best people entering top management positions, with potential to reach the top of their organisations and aged about 35-45, in roughly equal numbers from the commercial and public sectors, ie from;

- the private sector of industry and commerce, in smaller as well as large organisations, the nationalised industries and the professions; and
- the Civil Service, the Diplomatic Service, local government and other public sector organisations such as the BBC, the Atomic Energy Authority and possibly in future the National Health Service, the Armed Forces, the Police and the Trades Unions.

All 24 participants will attend the four-week mixed phase. The civil servants will undertake a further two-week phase immediately afterwards; for them the six-week Programme will be mandatory at about the point of promotion to Grade 3 (Under Secretary) and undertaken between appointments.

CONTENT

Mixed Phase

4. The mixed phase will be divided into four parts:-

a. The major changes in the environment: (25 per cent)

to achieve the first objective, examination, necessarily selective, of the most important current and future changes in the economic, international, industrial, technological, social and physical environments within which organisations, including governments, have to operate; and of the uncertainties surrounding future changes. The criterion for deciding what to include in this category will be the extent to which major changes in the environment are occurring, are likely to occur, or ought to occur but may not because of institutional impediments;

b. the challenge of top management: (30-35 per cent)

to achieve the second, third and fourth objectives, examination of the role of the top manager in strategy formulation and implementation and in the efficient management of finance and people, in times of radical change and scarcity of resources;

c. problem solving: (30 per cent)

to consolidate the learning process and strengthen mutual understanding, major real and topical problems of direct concern to all the participants will be prepared and documented beforehand, solutions sought through analytical work in mixed syndicates and presented to experts at the highest level for criticism and discussion. There will be a strong emphasis on producing practical solutions designed for implementation by top management action;

d. seminar discussions: (12 per cent)

to broaden and deepen understanding, major issues will be discussed by panels of distinguished experts, both academic and practising and often with radically different views, and debated afterwards by the participants and their guests.

Each part will be complementary to the others and overlap will be avoided. Together they will form a coherent whole.

The Civil Service Phase

5. The Civil Servants phase will be divided into four parts:-

a. Top Management in the Civil Service: (40 per cent)

examination of the major changes facing the Civil Service over the next 5-10 years and of the management and leadership roles of the top civil servant. A significant proportion of the time will be spent in considering how to achieve more efficient use of resources in the public sector (particularly in participants' own operational areas) and on the strategic issues surrounding the introduction of information technology systems;

b. Optional Courses: (35 per cent)

participants will be able to choose from a range of options - short intensive courses aimed at improving important skills (eg negotiating, presentation, time management and stress management) or deepening their knowledge of particular subjects of importance to their jobs (eg administrative law, the EC, policy analysis and options appraisal);

c. Problem Solving: (15 per cent)

to consolidate the learning process and to deepen understanding of some of the lessons emerging from the mixed programme, major topical problems of concern to participants will be tackled in syndicate groups. The method will be similar to the mixed phase with an emphasis on producing practical solutions designed for implementation by top management action;

d. Seminar Discussions: (10 per cent)

major issues of concern to the Civil Service will be discussed before dinner by a panel of distinguished experts, both academic and practising, and debated after dinner by the participants and their guests.

METHODS

6. The Programme will be rigorous and demanding but informal and varied. There will be a strong emphasis on active participation by Programme members. Where tuition is necessary for understanding it will be of the highest quality (of both content and presentation) and aimed at drawing the maximum out of the participants themselves, through syndicate work, debate and argument. The tutors will be complemented by practitioners from both the public and private sectors.

7. A vital part of the Programme will be the syndicate work on the live problems. Each problem will be defined and analysed by a knowledgeable "author" who will, with other experts, assess the solutions proposed by the syndicates.

EVALUATION

8. It is important to assess the quality of the Programme; the extent to which it meets its objectives and the effect on individual participants and on the subsequent value added to their organisations. To this end the Programme will be carefully evaluated by:-

- a. questioning the participants formally and informally during the Programme and six months afterwards;
- b. selective interviewing of Personnel Directors and Departmental officers to find out in particular what practical improvements it has made to a participant's performance and potential;
- c. ultimately, the market, at least as far as the commercial sector is concerned.

But its relevance and usefulness is at least as much a function of the commitment of top management to it as of its quality and content.

TIME AND PLACE

9. The three Programmes in 1985 are at:

- Elvetham Hall, near Fleet, Hampshire, (mixed phase 4 February to 1 March inclusive), followed by the Civil Service phase from 4 to 15 March inclusive;
- The Node, Knebworth, Hertfordshire, (mixed phase 8 July to 2 August) preceded (exceptionally) by the Civil Service phase from 24 June to 5 July;
- Nuneham Park, Oxford (mixed phase, 21 October to 15 November), followed by the Civil Service phase from 18 to 29 November.

The Civil Service phase will take place at the Civil Service College, Sunningdale.

THE FEBRUARY PROGRAMME

10. The details of this programme have been settled: the timetable and list of tutors, problem authors and assessors and seminar discussants are attached. Also attached is a list of those public and private sector organisations other than the Civil Service and Diplomatic Service that made nominations for the 1985 Programmes.

FUTURE PROGRAMMES

11. These will differ in many respects from the February Programme - other than in quality - as part of the process of refinement and constant improvement.

January 1985

Top Management Time Table

MIXED PHASE 18 FEB - 1 MARCH 1985

February		08 45 to 10 00	10 15 to 11 30	11 45 to 13 00	14 30 to 15 45	16 00 to 17 15	17 45 to 19 00	20 30 to 22 30
18	M	/	Top Management (Finance) Prof D Myddelton				Seminar: Political	
19	T	Top Management (Finance) Prof D Myddelton			Problems 3 & 4	Study	Problems 3 & 4	
20	W	Change: Social Prof A H Halsey				Study	Seminar: Education	
21	T	Problems 3 & 4		Change: Labour Market G L Reid		Seminar: Labour Market		
22	F	Study	* Presentation Problem 4	Introduction Problems: 5 & 6	Change: Labour Relations Prof G S Bain		Seminar: Labour Relations	
23	S	Presentation Problem 3		Study	Change: Public Sector Prof J Heath		Problems: 5. British Rail Strategy 6. Management of IT	
24	S	Study	Problems 5 & 6		Change: Privatisation Prof J Heath		Problems 5 & 6	
25	M	Top Management (Strategy) Prof C J Constable				Study	Seminar: Privatisation	
26	T	Top Management (Strategy) Prof C J Constable				Study	Free	
27	W	Problems 5 & 6		Seminar: Social		Study	Problems 5 & 6	
28	T	Top Management (Strategy) Prof C J Constable				Study	Seminar: Top Management Programme Dinner	
March 1	F	Study	Presentation Problems 5 & 6			Programme Review		/

* Presentation Problem 4 starts at 0930

Top Management Time Table

CIVIL SERVICE PHASE 4 MARCH - 15 MARCH 1985

		08 45 to 10 00	10 15 to 11 30	11 45 to 13 00	14 15 to 15 30	15 45 to 17 00	17 15 to 18 30	20 30 to 22 30
4	M	/	Changes affecting Public Sector: Top Management Responses Prof J Hunt				* Seminar: Changes in Civil Service over next 5 - 10 years	
5	T	Implementation of Change: Individual Exercise			Problem: Motivation in the Civil Service		Seminar: Admini- strative law	
6	W	Problem	Seminar: Relationship between Ministers and Senior Civil Servants		Top Management in Civil Service: Findings of Research Study Dr M Smith		Problem	
7	T	Options: Time Management Policy Analysis Presentation Skills					Problem	
8	F	Options: European Community Policy Analysis Presentation Skills					/	
9	S	/						
10	S	/						
11	M	Information Technology P Tebby					Problem	
12	T	Options: Options Appraisal Negotiating Skills Administrative Law					Problem	
13	W	Options: Options Appraisal Negotiating Skills Stress Management					Seminar: Delivery of Services to the Public	
14	T	Resource Management V Watt and F Plowden					** Programme Dinner: Top Management in Civil Service	
15	F	Resource Management		Presentation Problem		Programme Review		

* Please note this seminar starts at 1745

** This seminar starts at 1800

TOP MANAGEMENT PROGRAMMETUTORS FOR FEBRUARY 1985 PROGRAMME

Professor A Bain	Midland Bank plc
Professor G S Bain	University of Warwick
R Belgrave	Joint Energy Programme of PSI and RIIA
K Burghardt	Management Consultant
J Carlisle	Management Consultant
Mrs M B Chapman	Civil Service College
Ms E Chennells	Civil Service College
J M Clarke	Civil Service College
Professor C J Constable	Cranfield School of Management
R J Eason	Civil Service College
D Firnberg	EOSYS Ltd
Ms S Galsworthy	HTV
Professor A H Halsey	Nuffield College, Oxford
Professor C Handy	Visiting Professor of Management Development, London Business School
Professor J B Heath	London Business School
B Hockin	HTV
Professor J W Hunt	London Business School
Dr H Ichikawa	Japanese Embassy, London
A Likierman	London Business School
Dr D J Morris	Oriel College, Oxford
Professor D Myddelton	Cranfield School of Management
F Plowden	Coopers & Lybrand
G L Reid	Department of Employment
Ms S Richards	Civil Service College
R Ricks	Treasury Solicitor's Department
Dr P Schwartz	Shell UK Ltd
K Siffre	Management Consultant
Dr J M Smith	University of Manchester Institute of Science and Technology
P G Tebby	Civil Service College
Dr H Wallace	Civil Service College
Dr W Wallace	Royal Institute of International Affairs

TUTORS FOR FEBRUARY 1985 PROGRAMME (Cont)

V Watt

Professor A H Williams

J Yelland

Arthur Andersen & Co

University of York

Queen Mary College

PROBLEMS FOR FEBRUARY 1985 PROGRAMME1. Future Competitiveness of Britain's Financial Institutions

Author: M J Boleat
Building Societies Association

Assessors: P E Leslie
Barclays Bank plc

D Hillyard
Debenhams plc

2. Industrial Competitiveness

Author: Sir Arthur Knight
London School of Economics

Assessors: N J Monck
HM Treasury

D Sainsbury
J Sainsbury plc

3. Education of the 14-19 Year Olds

Author: Professor J R G Tomlinson
University of Warwick

Assessors: M Bett
British Telecom

G Holland
Manpower Services Commission

T G Melling
Further Education Staff College

4. Management of the National Health Service

Author: Dr N J B Evans
formerly with Department of Health
and Social Security, and
Sir Kenneth Stowe
Department of Health & Social Security

Assessors: G A Hart
Department of Health & Social Security

J M Hoare
Wessex Regional Health Authority

/Cont ...

Professor R E Klein
University of Bath

5. British Rail's Inter-City Strategy

Author: D Fowler
British Rail

Assessors: C Bleasdale
British Rail

Professor J Heath
London Business School

Sir John Sparrow
Morgan Grenfell & Co

6. Management of Information Technology

Author: P A B Hughes and
D E Cronin
Logica

Assessors: P I Freeman
Central Computer and Telecommunications
Agency

C N Read
The Post Office

CIVIL SERVICE ONLY PHASE

Motivation in the Civil Service

Author: D P Laughrin
Cabinet Office (Management and
Personnel Office)

Assessors: A M Bailey
H M Treasury

J R Crosby
BAT Industries

A J Graham
The Civil and Public Services
Association

/Cont ...

R M Hastie-Smith
Ministry of Defence

Miss A E Mueller
Cabinet Office (Management and
Personnel Office)

SEMINAR LEADERS FOR FEBRUARY 1985 PROGRAMME

Sir Robert Armstrong	Secretary of the Cabinet
J B Bailey	Treasury Solicitor
Professor R J Blin-Stoyle	University of Sussex
R Q Braithwaite	Deputy Under Secretary, Foreign and Commonwealth Office
Miss S J Browne	Principal, Newnham College, Cambridge
E Caines	Home Office
Sir Peter Carey	Morgan Grenfell & Co
T H Caulcott	Chief Executive, Birmingham City Council
Sir Wilfred Cockcroft	Chairman and Chief Executive, Secondary Examinations Council
T Cook	Director, Family Service Units
Sir Kenneth Corfield	Chairman, Standard Telephones & Cables plc
Lord Croham	Chairman, British National Oil Corporation
R Davies	Director, Community Development, Business in the Community
Sir Ronald Dearing	Chairman, The Post Office
Professor D V Donnison	Department of Town and Regional Planning, University of Glasgow
Professor R P Dore	The Technical Change Centre
J L Egan	Chairman and Chief Executive, Jaguar Cars Ltd
Professor C D Foster	Coopers & Lybrand
His Excellency Otto von der Gablenz	Ambassador of the Federal Republic of Germany to the Netherlands
Rt Hon The Earl of Gowrie	Chancellor of the Duchy of Lancaster
Sir Douglas Hague	Chairman, Economic and Social Research Council
Sir Robert Haslam	Chairman, British Steel Corporation and Tate & Lyle
Rt Hon Denis Healey	Labour Party spokesman for Foreign Affairs
P Hennessy	Policy Studies Institute
Rt Hon Michael Heseltine	Secretary of State for Defence
Lord Hunt	Chairman, Banque Nationale de Paris

S Jenkins	The Economist Newspaper Ltd
T P Jones	Chairman, The Electricity Council
Rt Hon Sir Keith Joseph	Secretary of State for Education
Professor A Kennaway	Consulting Engineer
G H Laird	General Secretary, Amalgamated Union of Engineering Workers
J P Lowry	Chairman, Advisory, Conciliation and Arbitration Service
Professor A P L Minford	University of Liverpool
Miss A E Mueller	Second Permanent Secretary, Management and Personnel Office
B Nicholson	Chairman, Manpower Services Commission
Professor S J Nickell	Nuffield College, Oxford
L W Priestley	Regional General Manager, Barclays Bank plc
Lord Rayner	Marks and Spencer plc
R G Reid	President, ESSO Europe Inc
Rt Hon Nicholas Ridley	Secretary of State for Transport
Rt Hon William Rodgers	Social Democratic Party
P J Roots	Director, Industrial Relations, Ford Motor Company
I Smart	International and Energy Consultant
Rt Hon John Smith	Labour Party Employment spokesman
Rt Hon David Steel	Leader of the Liberal Party
C J W Ward	General Secretary of the Association of First Division Civil Servants
Lord Weinstock	Managing Director, The General Electric Company plc
M Wicks	Director, Family Policy Studies Centre

TOP MANAGEMENT PROGRAMMEPUBLIC AND PRIVATE SECTOR ORGANISATIONS OTHER THAN THE CIVIL SERVICE AND THE DIPLOMATIC SERVICE THAT MADE NOMINATIONS FOR THE 1985 PROGRAMME

Abbey National Building Society
AE plc
Allied Lyons plc
Arthur Andersen & Co
Arthur Young McClelland Moores & Co

Bank of England
Barclays Bank International Ltd
Barnsley Metropolitan Borough Council
Bass plc
BAT Industries plc
BBC
Beecham Pharmaceuticals
BICC plc
Blue Circle Industries plc
British Petroleum Co plc
British Aerospace plc
British Airports Authority
British Council
British Gas
British Railways
British Telecom
Britoil plc

Cable & Wireless plc
Central Electricity Generating Board
Civil Aviation Authority
Coopers & Lybrand
Costain Group plc
Courtaulds plc

Deloitte Haskins & Sells

Electricity Council
Esso Petroleum Co Ltd

Ford Motor Co Ltd

General Electric Co plc
Guest Keen & Nettlefolds plc

Halifax Building Society
Hanson Trust plc
Hawker Siddley Group plc
Heron International plc
Hertfordshire County Council
Honeywell Inc
HP Bulmer Holdings plc

IBM (UK) Holdings plc
ICI plc
ICL plc
International Thompson Organisation Ltd

John Lewis Partnership plc

Legal & General Assurance Society Ltd
Lloyds Bank plc

Marks & Spencer plc
Mars UK Ltd
Metal Box plc

National Coal Board
National Westminster Bank plc
Nationwide Building Society

PA Holdings plc
Peat Marwick, Mitchell & Co
The Post Office
Price Waterhouse Associates
Prudential Assurance Co Ltd

Royal Bank of Scotland
Royal Insurance plc
The Tio Tinto-Zinc Corporation plc

Shell UK Ltd
Standard Chartered Bank plc
Standard Telephones and Cables plc
Sun Life Assurance Society plc

TI Group plc
Trafalgar House Group Services plc
Trust House Forte plc
Trustee Savings Bank

Unilever plc
United Biscuits (Holdings) plc
United Kingdom Atomic Energy Authority

Vauxhall Motors Ltd
Vickers plc

Wiggins Teape Group Ltd
George Wimpey plc
Woolwich Equitable Building Society